

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

AFRICA

Twilight zone of sub-Saharan statistics
Page 5

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Friday February 2 1990

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World News

Yugoslavia sends army into Kosovo as more die

The army was called out in a show of force in Yugoslavia's southern province of Kosovo as more people died in clashes between the security forces and ethnic Albanians.

Six more people were killed yesterday following clashes between police and demonstrators. Page 14

Fighting eases
Fighting between General Michel Aoun's soldiers and the Christian Phalangist militia of Dr Samir Geagea eased last night after reports that the two men had agreed to a ceasefire. Page 4

Germans warn west
The US, Britain and France were given a solemn warning by leading West Germans to take seriously German aspirations on unity or risk sparking serious resentment against the western allies. Page 2

Turks fear violence
Turkish fears of a return to the extremist violence that led to the 1980 military coup have been stoked by the murder of Wednesday night in Ankara of Muammer Aksoy, head of the Turkish Law Association. Page 2

China poll move
China's Communist Party, reasserting its authority after suppressing pro-democracy demonstrations last year, said it would tighten control over coming local elections. Page 4

Troops out talks
Hungary and the Soviet Union began talks on a timetable for the withdrawal of all Soviet troops from Hungarian territory. Page 4

Naval cuts plan
Talks on cutting Soviet and US naval forces, particularly in the Asia-Pacific region, were proposed by Oleg Sokolov, the Soviet ambassador to the Philippines, who warned that a continued build-up at sea could cause strategic instability. Page 4

Arms conversion
Boats and weapons manufacturers such as Daimler-Benz are beginning to show interest in converting military products into civilian ones, in the light of the quickening pace of disarmament. Page 3

Canada refugees up
The easing of travel restrictions in Europe has led to an increase in the numbers arriving by air at Gatwick, New Brunswick, claiming refugee status in Canada. Page 3

Pope's warning
Pope John Paul said the superpowers could not abandon their responsibility for solving regional conflicts, especially in Africa, because of turmoil in eastern Europe. Page 3

China frees prisoner
One of China's most prominent political prisoners, Liu Qing, who was active in the democracy movement of the late 1970s, has been freed from jail after serving a 10-year sentence. Page 3

Singapore unmoved
A Singapore court rejected an application by an alleged leader of an alleged Marxist anti-government plot for release from detention without trial. Court officials said. Page 3

Quark inventor dies
Indian-born physicist Mirza Abdul Bari Beg, whose theoretical work helped establish the quark model used to describe the basic structure of matter, died at the age of 55. Page 3

Availances in Alps
Avalanches in the French Alps have killed at least four people in recent days as skiers starved of snow for two months took chances on unstable snowfields. Page 3

Business Summary

Aritmos takes 49% holding in Puma of W Germany

PUMA, the troubled West German sporting goods concern, is changing hands again - less than a year after it was purchased by Coss Liebermann Holding, a Swiss-run trading company which operates out of Hong Kong.

Aritmos, Sweden's leading sports equipment company, said it had bought 49 per cent of Puma's voting shares from Coss Liebermann for SKr385m (\$55m), with an option for a complete takeover next year. Page 15

RON BRIKLEY, the New Zealand businessman, emerged as the potential buyer of GPG, the trouble-prone UK financial services group, with an offer valuing it at \$55m (\$90m). Page 15

PINNACLE West Capital, the embattled Arizona holding company, rescheduled \$650m of debt hours after MeraBank, its insolvent savings and loans subsidiary, was seized by federal regulators. Page 17

ARIANESPACE, the European spacecraft consortium, which launches more than half the world's commercial satellites, increased its capital by FF1.05bn (\$121m) in funding and diversification. Page 16

NISSAN Motor is considering exporting cars from its UK assembly plant to Japan, the first such move by a Japanese vehicle maker. Page 14

CHUBB, the US casualty and property insurance company, reported strong earnings for the year in spite of catastrophe losses after the California earthquake. Page 17

BANK OF JAPAN's governor Yasuaki Mieno, said his determination to curb the threat of a resurgence in land prices. Page 14

MITSUBISHI Corporation, the Japanese trading house, celebrated the approval of its proposed leveraged buy-out of Aristech Chemical of the US. Page 17

ALAN BOND, the Perth entrepreneur, has received a demand from National Australia Bank for immediate repayment of a \$450,000 (\$65m) facility from Bond Media. Page 15

BANK OF MONTREAL is suing Robert Campeau, head of the troubled Canadian Corporation, for defaulting on a \$21m personal loan. Page 17

BRITISH ISLAND AIRWAYS, the loss-making charter airline, has called in the receiver. Page 6

HILTON HOTELS, the big Beverly Hills-based hotel and gaming company, said it was putting off a decision on any of the takeover and restructuring proposals. Page 17

INDUSTRIAL BANK of Montreal, the small bank whose problems forced the French banking supervisory body to intervene in its operations on Monday, has applied to a court to suspend business. Page 19

POLAND's inflation grew much faster than predicted last month, with the result that real wages will be cut by an unprecedented 30 per cent in an attempt to stay within IMF targets. Page 2

NIGEL LAWSON, the UK's former chancellor of exchequer, is a non executive director of Barclays Bank PLC and Barclays PLC, its holding company, and an advisor within the group. Page 6

HACHEFFE, the French publishing group, has put its newspaper distribution centre, in the heart of Paris, up for sale, in one of France's biggest real estate transactions. Page 16

EXPORT CREDITS Guarantee Department, the UK state export insurance body, posted an unprecedented \$441m (\$72m) trading loss in its last financial year, five times more than the previous year's shortfall. Page 8

Kohl rejects Modrow plan of neutral united Germany

By Leslie Collitt in East Berlin

MR HELMUT KOHL, the West German Chancellor, last night rejected an East German proposal for a united but neutral German state and said he would negotiate unity only after East Germany's free elections on March 18.

Mr Kohl was responding to a four-step plan outlined by Mr Hans Modrow, the East German Prime Minister, under which East and West Germany would "overcome" their division and unite in a militarily neutral state with Berlin as the capital.

The Chancellor said the plan contradicted the concept of pan-European unity that Mr Modrow claimed to support. "I strictly reject the concept of German neutrality," he said.

The starting proposal for "one united Fatherland" was presented by Mr Modrow a day after his talks in Moscow with Mr Mikhail Gorbachev, the Soviet leader. In a proposal clearly endorsed by Moscow, Mr Modrow told a news conference in East Berlin that "the unification of the two German states is on the agenda."

East Germany's initiative places the western allies in a quandary by stipulating that a prerequisite for unification would be the "military neutrality" of Germany. This was explicitly ruled out in the past by the allies who, under a 1954 treaty with the Soviet Union, retain a legal say in any unification of Germany.

Mr Modrow outlined four "possible" steps leading to a united Germany. The two German states should create an economic, currency and transport union and join their legal systems. A confederation should be established with joint institutions such as parliamentary commissions, regional assemblies and joint executive bodies. Sovereign rights of both states would be handed over to the authorities of the confederation. A "united German state" in the form of a German federation would be created through elections in both parts of the confederation. A parliament would be convened to decide on a constitution and a "united government with its seat in Berlin."

Mr Modrow said the "interests and rights" of the four Second World War allies and all other European countries would have to be taken into account. Another precondition was the military neutrality of East and West Germany "on the way to federation."

As Mr Kohl's reaction indicates, this is certain to be the most controversial part of the plan. The western allies - the US, Britain and France - in the United Nations, said they would have to be consulted. Unlikely aspirations serious, said to stem immigration, Page 2

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The US plan, announced late on Wednesday, suggests a ceiling for US and Soviet forces in central Europe of 100,000 on each side, compared with the 375,000 level under the proposal being discussed in the Vienna conventional arms talks.

The Bush Administration decided to propose the deeper cuts because of rapid political changes in eastern Europe and the calls by the country for an early withdrawal of Soviet troops. US officials also believe that Moscow's current political problems provide an opening for rapid progress on arms control.

Mr Gennady Gerasimov, the Soviet Foreign Ministry spokesman, told an official briefing that "The proposals merit careful examination."

However, he pointed out that the 100,000 figure proposed by the US did not include 30,000 troops that would be kept in Britain and other countries away from the central front region.

He criticised Mr Bush for his references to the failure of communism in eastern Europe. "His attempt to portray developments (in eastern Europe) as the triumph of US ideals over a defunct communist system invoked the strategy of the Cold War."

The Soviet spokesman confirmed that Mr Bush had briefed Mr Mikhail Gorbachev, the Soviet leader, on the contents of his State of the Union address, in a telephone call on Wednesday.

He said the US proposals would have to be tabled in the Vienna conventional arms negotiations, although there could be some delay while they were co-ordinated with the other Nato allies.

In Washington, Mr Dick Cheney, the US Defence Secretary, predicted that the Soviet Union would have withdrawn its troops from eastern Europe by the middle of the decade. However, he warned against any drastic changes in Nato strategy.

Mr Bush's proposals were well-received by both Republican and Democrats in Congress. US officials have constructed the packages to take account of concern among European allies, notably Britain, about the dangers of too rapid a reduction.

The White House has stressed that the new ceilings reflect "the minimum level of

US forces needed in Europe to protect American interests and to sustain Nato's strategy of forward defence and flexible response.

Even if, as we expect, Soviet forces in this region are reduced even further, the US does not envisage the further reduction of its forces in Europe below this new level."

The proposals were generally welcomed throughout Europe. In West Germany, where most of the US troops are deployed, Mr Hans-Dietrich Genscher, the Foreign Minister, said Mr Bush's proposal was "an important step forward."

In Brussels, Mr Manfred Wörner, secretary-general of Nato, said that the European allies offered their "broad support in principle."

Further reports, Page 3; Moscow calls for Asia-Pacific naval cuts, Page 4

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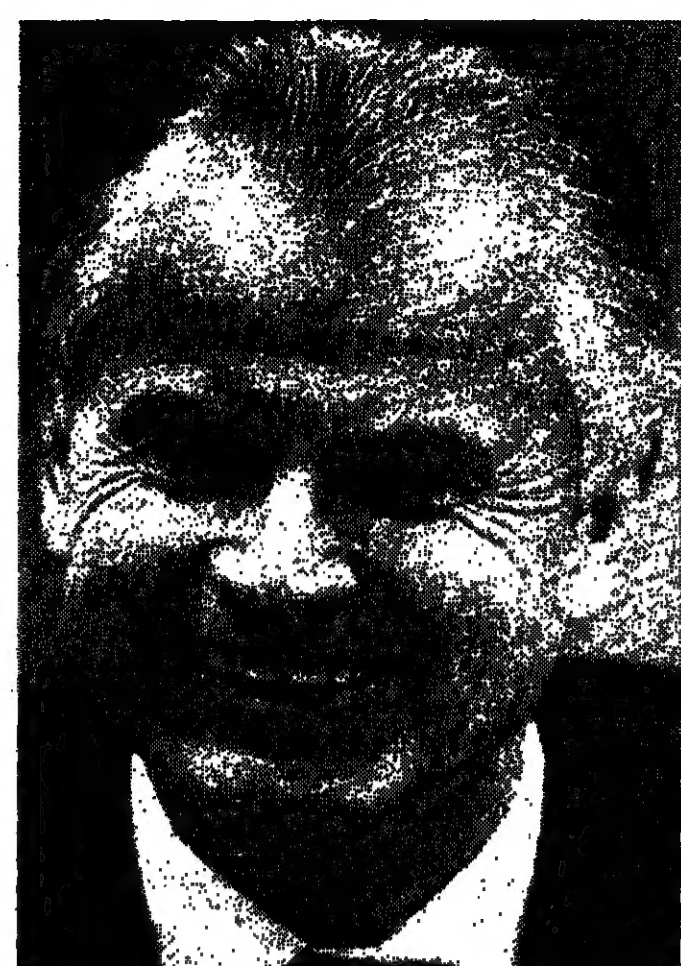
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Key Soviet unions threaten to strike over prices

By Mark Nicholson in Moscow

SOVIET workers in a range of crucial industries, including steel, chemicals and cement, are threatening to strike unless the Government immediately cancels recent price rises for diesel, electricity and transport.

This represents the most serious threat of industrial unrest since the coal miners' strike paralysed most of the mining industry last summer. It also indicates the depth of popular resentment at any hint of price rises in the heavily subsidised Soviet system.

The All Union Central Council of Trade Unions, the official Soviet labour organisation, wrote this week to the Council of Ministers, which decreed the price rises from January 1, warning of "social tension" and bankruptcies unless the resolution was annulled.

A special commission of the union formed this week to address the price issue was meeting last night to discuss setting up a strike committee immediately.

In its letter to the Government, the commission said that if the Council of Ministers did not act at once on prices, many enterprises "will be forced to raise the level of the USSR on the procedure for resolving labour conflicts" - the phrase used for strikes. It gave the Government until Monday to reply, the day of the Communist Party's Central Committee plenary meeting.

The power and transport price increases affect wholesale prices paid by state enterprises, and cannot be passed on in the form of higher retail prices.

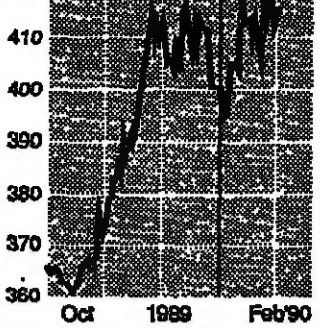
The unions complain that forcing enterprises to bear the cost of the rises out of their own funds will lead to widespread bankruptcy, sharply reduced profits and corresponding wage cuts for the workers.

True, the union newspaper, reported yesterday that trade union councils had been besieged by delegations and deluged by letters opposing the price rises from workers in the timber, metal, chemical and cement industries.

True, it claimed that 42 of the country's 73 cement factories faced big losses or outright bankruptcy. Rabochaya Tribuna, the Communist Party labour newspaper yesterday reported a

Gold price

\$ per ounce in London



US plan to sell IMF gold hits opposition

By Stephen Fidler in London

A US PLAN to sell International Monetary Fund gold to tackle growing repayment arrears to the IMF has hit strong opposition from western governments.

Differences over the plan are likely further to delay long-running negotiations on an expansion of the IMF's resources.

Western government officials said the plan was presented to the IMF executive board this week after previous discussions among the Group of Seven leading industrial nations. Opposition is led by West Germany and Italy, although it seems to be drawing cautious support from France.

Eleven debtor countries, including Peru, Vietnam and Nicaragua, have arrears totalling more than \$3.7bn. They face two main sanctions: they cease to be eligible for new IMF loans - which means that most foreign creditors will not lend to them - and, in extreme cases, they could be expelled.

The US plan involves setting up a pool of resources of up to \$2bn which would be financed in two ways. Up to 3m ounces of the 103m ounces of gold held by the IMF could be sold.

Up to 1975, when any country joined the IMF, gold had to be deposited with the fund. The US idea is that the gold put in by the countries in arrears - amounting to about 3m ounces - could be sold. The gold is valued at the IMF at about \$46 an ounce, compared with yesterday's open market price of \$416 an ounce.

The second part of the pool would be financed by borrowers paying slightly more to the IMF, and lenders receiving somewhat less.

The pool would offset some of the arrears and generate Continued on Page 14 Commodities, Page 24

Moscow welcomes Bush troop plan

By Quentin Peel in Moscow and Peter Riddell and Lionel Barber in Washington

THE Soviet Union yesterday welcomed the proposals by President George Bush to cut troop levels in central and eastern Europe, as a step towards "removing foreign troops from foreign soil."

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However, he pointed out that the 100,000 figure proposed by the US did not include 30,000 troops that would be kept in Britain and other countries away from the central front region.

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CONTENTS

Jordan: Exiles return to sample experiment in democracy	4
Britain: Stock Exchange alters its rules	6
Management: Honda's backroom role in fly-drive synergy	7
Crafts: Abandon safe good taste and back a British craftsman	11
Editorial comment: Right time for arms cuts; Charging for UK eye tests	12
Politics Today: The money is not on South Africa	13
Asia: Malaysia Airlines System counts the cost of flying	18
Europe	2
Companies	17
Americas	19
Companies	3
Overseas	4
Companies	11
World Trade	5

Indonesian villages bank on reforms to farm economy

Following the initiative on rural co-operatives by President Suharto (left) the governor of the Bank of Indonesia has unveiled new reforms for the village economy where more than half the nation's population live. Page 4

Editorial Comment	12
Financial Futures	22
Gold	24
Stock Markets	25
London	26
Technology	27
Unit Trusts	28
World Index	29

MARKETS

STERLING New York lunchtime: \$1.68475 London: \$1.6825 (1.6800) \$1.68275 (2.5380) FFr5.8225 (5.8275) SF2.5200 (2.5250) Y243.75 (242.75) £ Index 89.1 (89.0)	GOLD New York: Comex Apr \$423.2 (412.4) London: \$416.25 (
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EUROPEAN NEWS

Take German unity seriously, Allies warned

By David Marsh in West Berlin

THE US, Britain and France were yesterday given a solemn warning by leading West German politicians to take seriously German aspirations on unity or risk sparking serious resentment against the Western Allies.

The warning was given added urgency by yesterday's revelation in East Berlin that the Soviet Union is making military neutrality of the two German states a condition for German unity.

At a conference on the future of Germany, Professor Dieter Mahrke, deputy head of planning staff at the Bonn Defence Ministry, said reunification had to take place on the basis of solid links with the European Community and Nato.

Pointing out the tendency of Britain and France to mistrust West Germany's attachment to the West, he asked of the Allies: "What have they learnt from the past? They should not repeat the failures of the 1930s."

Mr Mahrke, who was speaking before the news from East Berlin broke, pointed to the danger that the people of East and West Germany might decide that unity was preferable to continued membership of Nato and the Warsaw Pact. "We have to avoid this choice coming about," he said.

In another comment underlining the pressures for unity building up before the East German elections on March 18, Mr Othfried Hennig, state secretary in the West German Ministry for Inner German Relations, also criticised the

Allies' stance on reunification. "Foreign governments cannot for 40 years support human rights, freedom and self-determination for Eastern Europe, and then, when the process starts, put their worries about it into the foreground," he said. "That is not consistent."

Mr Heinz Rühmann, the chairman of Lufthansa, told the conference - organised by the West German Springer newspaper group - that he was growing increasingly irritated about fears abroad of the economic might of a unified Germany. "It is the same whether we are 60m or 70m (people)," he said.

Mr Rühmann, an outspoken critic of Allied control of air routes to Berlin, said West Germany's partners should be careful not to push Germany into a corner as in the 1930s and 1940s.

"Not only the Germans murdered the Weimar Republic," he said, adding that Germany's first experiment in democracy failed partly because foreign politicians declined to support German moderates in the 1920s.

The Bonn government's view as set out by Mr Hans-Dietrich Genscher, the foreign minister, on Wednesday, is that a reunified Germany should remain part of Nato but that the area taken up by East Germany could be demilitarised.

Mr Pierre Lellouche, a leading French foreign policy expert, said a "strategic vacuum" in the middle of Europe would encourage dangerous forces of nationalism across the continent.

E German plea for cash to help stem immigration

By Andrew Fisher in Dresden

EAST GERMANS will continue to leave for West Germany unless foreign capital flows in quickly enough to help revive the economy and improve living standards, according to Mr Wolfgang Bergthaler, the mayor of Dresden, who recently left the Communist party.

"If capital doesn't come to us, then our people will go to the capital," he said. East Germans have continued crossing into the West at the rate of up to 3,000 a day. The mayor was speaking at a dinner to mark the opening of offices by Dresden Bank, West Germany's second largest bank, in Dresden - where it was founded 118 years ago - and

other East German cities. Mr Wolfgang Röller, the bank's chief executive, said the transfer of Western capital, technology, and management and marketing know-how to East Germany was urgently necessary. "The quicker this transfer is made, the more successful will be the reshaping of the economy and the resulting improvements for the people."

Dresden's mayor, whom local businessmen and officials believe could play an important role in the newly volatile East German political scene, said the opening of an office by Dresden Bank in the city had a significance "way beyond" the merely regional.

Brussels urges wider links with East bloc

By Lucy Kellaway in Brussels

FUTURE relations between the European Community and Eastern Europe should be broadened to include political, trade, financial and technical matters, but should not for the time being address the issue of EC membership, the European Commission said yesterday.

Its views on the evolution of relations with East Europe - which, although lacking in detail, constitute its clearest policy statement so far - will be presented to member states at Monday's foreign ministers' meeting.

The paper follows an agreement reached by the European Parliament by Mr Jacques Delors, the Commission president, calling for "new forms of co-operation with Eastern Europe," and raising the question of East German membership of the EC.

The Commission will suggest five firm conditions for the granting of aid to East European countries. These are a respect both for the law and for basic human rights, the establishment of a multi-party system, the holding of elections before the end of this year, and movement towards a market economy.

The type of association agreements envisaged with Eastern Europe would be similar to those being negotiated between the EC and the European Free Trade Association.

The areas covered would include the liberalisation of trade, technical assistance and financial support, joint projects for building Europe's infrastructure and a political dialogue of unspecified nature.

The relationship should involve considerable flexibility to be fine-tuned to suit the different needs of individual countries, the Commission said. It also said there was a need for new types of aid for East Europe, which would include export credit and investment promotion.

Necessary changes to the Community budget would also have to be made. The Commission will receive requests for aid later this month from East Germany, Bulgaria, Czechoslovakia, Romania and Yugoslavia, containing a progress report of reforms on the five areas.

It said this would be taken into account in the granting of aid.

Belgrade offers an olive branch to Kosovo

By Judy Dempsey in Belgrade

YUGOSLAVIA'S Prime Minister, Mr Ante Markovic, yesterday called for a "dialogue with forces in Kosovo on the condition that they agree to maintain the integrity of the country and the implementation of the economic and social reforms."

The Prime Minister announced measures to try to reduce the tension and restore stability to the region and the country as a whole.

Yugoslav continued yesterday in the southern province of Kosovo where the federal authorities say 19 people have been killed over the past 10 days in clashes between the ethnic Albanian majority and the police.

Mr Markovic's statement is the strongest to date by the federal Government, now the only united and respected institution in the country, that it is prepared to solve the Kosovo problem through political institutions and dialogue.

"Any activity outside the legal institutions of the system should be avoided," Mr Markovic said, adding that meetings, strikes and demonstrations in other parts of the country... do not contribute towards solving the problems.

This was a clear reference to recent nationalist demonstrations in Serbia in which thousands of Serbs vowed to march to Kosovo to protect the Serb and Montenegrin minorities against alleged intimidation by the ethnic Albanian majority.

Mr Markovic said that the Government would send the Federal Secretary of Information to the province "because the public is not fully informed of events in Kosovo."

Close aides said yesterday that any chance of a dialogue with the ethnic Albanians, the federal authorities and the Serbian authorities required an end to the "bitter, racist and

provocative war of words between all the republics."

During a meeting earlier in the week of the State Presidency, whose members include the presidents of the republics and provinces, Mr Slobodan Milosevic, the ambitious and nationalist President of Serbia,

proposed sending in the army. Slovenia, Croatia, Macedonia and Bosnia-Herzegovina rejected this, while the pro-Milosevic leaderships in Vojvodina, Kosovo and Macedonia sided with Serbia. The split vote represented a second defeat within a fortnight for Mr Milosevic. Last month, the extraordinary party congress, for which he had personally campaigned, ended in disarray after the delegation from Slovenia walked out.

In addition, talks continue between the new independent political groups in Kosovo and Mr Jazet Drnovsek, the President of Yugoslavia, a further indication that the state bodies are prepared to recognise the legitimacy of some of these recently-formed groups.

Yesterday, the Kosovo-based Committee for the Protection of Human Rights met Mr Drnovsek in Belgrade. The committee is demanding free



provocative war of words between all the republics.

THE military commander of Baku, the Azerbaijani capital, yesterday predicted that thousands of troops who entered the city last month after ethnic pogroms and a collapse of Communist power could be withdrawn in two weeks, Reuters reports from Baku.

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Azerbaijani children skateboard in front of an ornate column in Baku yesterday

Poland's rate of inflation gathers pace

By Christopher Bobinski in Warsaw

INFLATION in Poland grew much faster than predicted last month, with the result that real wages will be cut by an unprecedented 30 per cent as the Government seeks to stay within the income targets approved by the International Monetary Fund.

At the same time the National Bank has eased Poland's credit squeeze by fixing its basic interest rate for the first time at 20 per cent, thus failing to match the expected inflation rate for the second month running.

The basic rate in January was set at 36 per cent after the Poles promised the IMF in a letter of intent signed last December that rates in the first

quarter would outstrip inflation over the period.

Preliminary figures for January show prices growing by some 70 per cent compared with the previous month. The Government had predicted a 45 per cent increase, which was to have been compensated for by no more than a 15 per cent rise in incomes.

Finance officials led by Mr Leszek Balcerowicz, the deputy premier, have, however, rejected pleas by the Labour Ministry for an easing of wage controls which would allow real wages to fall by no more than the 21 per cent originally envisaged.

The left-wing OPZZ unions are urging the Government to

limit the fall in real wages to no more than 25 per cent in January.

The Ministry of Finance is arguing against concessions on incomes, after having recently given way to demands by farmers for preferential interest rates on loans following the slump in sales of fertilisers and pesticides last month when chemical factories such as Pulawy and Polimex were forced to cut their output by half.

The European Community told Poland yesterday that it will donate wheat to help it through the winter but wants Warsaw to get its own food supplies flowing soon, Reuters adds from Brussels.

"We are ready to deliver

cereals at short notice, but Poland must modernise to support itself," an EC spokesman said after talks between EC trade commissioner Frans Andriessen and Polish minister Witold Trazakowski, who is co-ordinating international aid for the country.

Poles are eating more bread this winter because meat prices have soared. The Polish delegation told the 12-nation community that breadmaking wheat was its most urgent food need.

The EC will send 300,000 tonnes of wheat in February and a further 300,000 tonnes later, the spokesman said. That is on top of 500,000 tonnes sent since September 1989.

New chief appointed for Rai

By John Wyles in Rome

THE TOP management job in the Rai, the Italian public radio and television networks, and one of the hottest political seats in Italy has passed from an adherent of the Christian Democrat (DC) left to Mr Giovanni Pasquarelli, a figure more representative of the party's current ruling majority.

A trained economist and former journalist who once edited the DC newspaper, *Il Popolo*, the 61-year-old director general is a classic example of the breed of political manager who has thrived in post-war Christian Democrat-dominated Italy.

He is no stranger to the Rai, having worked there for nine years until 1986. His last post being deputy-director general. This was followed by a complete change as managing director of the public company which runs Italy's *autostate* network. His important contribution there is said to have been a number of initiatives - such as enlarging the number of picnic spots - to make them more "user friendly."

Despite having a lien on the director general's job, the DC has been forced over the past 15 years to open up the Rai to other political parties, to the extent that its president is a Socialist, Mr Enrico Manca, and two of its three news and current affairs departments are controlled by the Socialist and Communist parties.

The politicians have this week strengthened their grip by setting up a president's committee at the Rai, populated by representatives from all the political parties.

Mr Pasquarelli's predecessor, Mr Biagio Agnes, took his farewell of the board yesterday lamenting the difficult circumstances in which the company has to operate, constrained as it is by a legal limit on its share of advertising revenues and licence fee income which has declined in real terms. Last year's operating loss is expected to be around L170bn (\$81m) while debts have now reached L580bn.

Mr Agnes resigned after seven years before he was pushed following the DC left's loss of its majority in the party last February. He is tipped to head Stet, the public telecommunications holding company.

Romanians play down power-sharing offer

THE all-powerful provisional National Salvation Front, Romania's leading body yesterday proposed the creation of a "mini-parliament" with veto power over the NSF ruling council until elections are held on May 20, AP reports from Bucharest.

But initial reaction to the proposal from the opposition was sceptical. "They're not going to share power with me," said Mr Mihail Balasescu, vice president of the newly formed Progressive Party. "No one in history wants to leave power. They just want to have discussions."

The 11-member council is the ruling arm of the NSF, which took power in the vacuum after the December revolution which toppled the dictatorship of Nicolae Ceausescu.

The proposal was made at a roundtable conference which the NSF said was aimed at giving the government a role in the opposition. The Front said the "mini-parliament" would be composed of three members from each of the 26 opposition parties but gave no time frame for its establishment. Also discussed during the six-hour meeting was the need for more technocrats in the NSF.

Lawyer's murder revives extremism fears in Turkey

By Jim Boddenger in Ankara

TURKISH FEARS of a return to the extremist violence that led to the 1980 military coup have been stoked by the murder on Wednesday night in Ankara of Mr Muammer Aksoy, head of the Turkish Law Association.

Responsibility for the assassination was claimed by the hitherto unknown Islamic Revenge Movement, which has been condemned by leaders across the political spectrum, including President Turgut Ozal.

"Nobody knows what will happen next in Turkey. It's a shadowy situation," said Mr Ugur Mumcu, a respected col-

umnist for the left-leaning daily newspaper Cumhuriyet. Mr Aksoy's murder was a reminder of the "terror" atmosphere of the 1970s, said Professor Erdal Inonu, leader of the main opposition Social Democratic Populist Party. However, other newspaper columnists and diplomats said the situation was not yet that critical.

Some commentators pointed out that yesterday was the anniversary of the slaying in 1979 of Mr Abdi Ipekci, editor and columnist of the daily Milliyet, which for many Turks epitomised the slide into anarchy.

The Islamic Revenge Movement said Mr Aksoy was killed because he opposed the wearing of Islamic attire. He was a strong proponent of Kemalism, the peculiarly Turkish and staunchly secular republican tradition laid down by the great nationalist leader Mustafa Kemal Ataturk in the 1920s and 1930s.

While the Government's popularity in opinion polls has slumped because of failure to curb an inflation rate of around 70 per cent, extremist agitation has resurrected painful memories from the late 1970s of around 20 deaths daily from running gun-battles in

the streets between extremists of left and right inflamed by religious disagreements.

In the past week there have been a botched bomb attack on the Istanbul stock exchange, and the shooting in Istanbul of a policeman shown in newspapers pointing a pistol during illegal May Day demonstrations last year. The latter was claimed by the extreme left-wing Dev-Sol organisation.

Stirring the ferment have been ultra-right-wing nationalist protests against the suppression of Azeri kith and kin in Soviet Azerbaijan. But Mr Aksoy's murder was condemned yesterday by Mr

Alpaslan Turkes, leader of the far right Nationalist Work Party, who blamed it on enemies of Turkey.

Torture is still systematically practised in Turkey by security forces, according to the chairman of the Ankara branch of the Turkish Human Rights Association, Mr Muzaffer Ilhan Erdem. Speaking yesterday, on the first anniversary of the coming into force in Turkey of the European Convention against Torture, he cited detailed evidence of 37 alleged cases of torture, 10 of them women, in police custody in the capital last year.

France gets tough on immigration but struggles with the European dilemma

Jennifer Monaghan reports on problems posed by open borders

IMMIGRATION is the most important source of conflict in France, according to Prime Minister Michel Rocard. His assessment is proving all too accurate, not just for France but for Europe too.

In France, immigration has been in the headlines since the autumn. The spark was the *affaire des foulards*, launched when a headmaster precipitated a collision between Islam and secular state education by banning three Muslim girls from attending classes in their headscarves. The affair still rumbles on.

The perceived menace to the principle of *laïcité* (hard-won against 19th century Catholicism) is just one aspect of a diffuse sense of threat. Islam is the second religion of France, yet neither the French state nor the French people have discovered how to live with it.

In a country used to legalistic, cut-and-dried solutions, the diverse and often divided face of Islam provides no representative interlocutors. The fundamentalist minority, quick to take to the streets, reinforces French popular perceptions.

The headscarf affair coincided with new statistics revealing that primary immigration, far from halting, had

increased substantially. Asylum-seekers in particular have doubled since last year to 80,000. The vast majority are refused, but processing takes years. Applicants thus become settlers and stay on as "official clandestines."

This presented Mr Jean-Marie Le Pen of the National Front with a rich lead and he mined it well in by-elections in November. The coalition of the less extreme right has taken notice, though without going so far as to steal Mr Le Pen's blatant racism.

So has the Government, in a much tougher tone on the question of immigration, although its line remains essentially the same: illegal immigrants out, legal settlers welcome and deserving every assistance. The flurry of activity since the by-elections is simply a reinforcement of the existing policy - if policy it be. In a country where the Government has come under fire for having no clear line, for having allowed the immigrant problem to drift and, as a result, for being caught on the hop by the recent elections.

The socialists have seen a widening divide between the parliamentary party and activists of Maghreb origin. The latter, in association with the sec-

ond-generation lobby, SOS Racisme, have been pressing for a Ministry of Integration targeted specifically at immigrants and their children. Mr Harlem Désir, the SOS leader, was tipped to have a prominent role. The Government instead came down in favour of creating a ministerial committee under a close associate of Mr Rocard. The love-affair between SOS and the socialist Government is off. "They'll give us everything, except power," comments one SOS activist.

Mr Rocard's fears about immigration as the major source of conflict are clearly being realised. But it is not yet posing a serious threat to his administration. Public opinion polls indicate that Islam and the National Front are almost equally unpopular. The Government's twin approach on immigration still wins broad approval. The vital question is how to achieve it.

Illegal immigration is the Achilles heel. Short of turning France into a police state with barbed borders, there is not a great deal to be done on its own. As President François Mitterrand has stressed, the problem is one for Europe.

New arrivals include Yugoslavs (from Italy) and Turks (from West Germany). A fair proportion of the asylum-seekers are from Sri Lanka. Even without insurgencies and wars, the birth rate and poverty of the Third World guarantee migration north. In France the work is there - ill-paid, precarious, dirty and sometimes dangerous, but available. Immigrant labour in France is part of a clandestine workforce which keeps the wheels going round. The construction industry, including the Channel Tunnel, relies on it: the fashion industry would collapse without it; domestic service would evaporate. The social security cost of declared labour - putting up the wages bill by at least 50 per cent - militates against legality, as do other commitments of secure employment.

The Government has declared that it aims to penalise the employers, not the employed. More work inspectors are being appointed - 450 have previously tried to cover the whole country. Fines have been increased, but the sanction is sparingly used, especially on small companies.

There is room for manoeuvre in tackling the delays in decisions on asylum. This is being done, both by hiring more staff and by exerting diplomatic



THREE GENERATIONS: Immigrants tend to end up in the poorer areas, which already have serious housing and education problems

pressure on other countries to prevent the export of unwanted peoples to France. Known easy-access frontiers, notably with Germany, Belgium and Italy, are to be watched more carefully. The postponed Schengen agreement on free movement between France, West Germany and Benelux thus looks still more remote.

The new arrivals in France, whether legal or illegal, do not

make a substantial difference to the overall immigrant figures - about 4m adults and 1m children, out of a total population of 56m. But they make a vast difference to the places where they end up, which tend to be poorer areas which already have problems, especially in housing and education. Many are the target of state-aided programmes aimed at integration, for French as well as immigrant children.

More poor families from abroad strain existing programmes, and threaten the second half of the Government's twin policy, namely integration of all legal immigrants.

Meanwhile, one young Muslim has taken to removing her scarf before going to school. She is a French teacher who converted to Islam and always taught in class with her head covered - until the *affaire des foulards*.

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THE BUSH PROPOSALS

A presidential punch at the Pact and a pat for the allies

Lionel Barber sums up the White House's multi-faceted move in the military numbers game at the core of Europe

PRESIDENT George Bush's new proposal for deeper cuts in US and Soviet forces in Europe has all the familiar Bush character traits: a boyish delight in surprise and an ability to counter-punch under pressure.

The proposal, the centrepiece of Mr Bush's State of the Union address to Congress on Wednesday night - represents an attempt to seize the initiative when the president looked to be in danger of being overwhelmed by events.

Overseas, calls by the new leaders of Czechoslovakia, Poland and Hungary for the swift removal of Soviet troops from their territory have reinforced the notion that the Warsaw Pact, if not at the point of disintegration, no longer poses the threat that it did a year ago.

At home, the return of Congress this week signalled the start of fresh pressure for US defence spending cuts - driven not just by the changing circumstances in Europe but also by domestic budgetary

constraints and the search for a "peace dividend".

Together, these political considerations combined to render out of date Mr Bush's proposal last May to reduce US and Soviet forces to 275,000 troops apiece as part of the current Nato/Warsaw Pact conventional arms talks (CFE) in Vienna.

Last May, that proposal seemed bold, especially since it forced Moscow to accept an asymmetrical cut: the US would only have had to reduce its forces by 30,000, but the Soviets would have had to trim by more than 300,000.

The new Bush proposal is carefully structured and tries to strike a balance between exploiting the reduced Warsaw Pact threat while reassuring allies, such as Britain and France, that the US has not pressed the panic button. In sum, it does not mean the president has now intended to bring the boys (and girls) home.

The first aim of the proposal is to address the area of prime tension between

Nato and the Warsaw Pact, the "central zone" where the armies of the two alliances confront each other. Under Mr Bush's plan, the US can leave 195,000 troops in the "central zone" of West Germany; the USSR can leave 195,000 troops in the "central zone" of East Germany, Czechoslovakia, and Poland.

The second aim is more subtle. The US would agree to leave 30,000 more troops in other western European countries, leaving a maximum of 225,000 US troops in western Europe compared to only 195,000 Soviet troops in eastern Europe. Thus, the principle of asymmetry is preserved. But Mr Bush also wants to resolve Nato's present dilemma: how to avoid having US forces equated with Soviet forces, which would give legitimacy to the Soviet presence in eastern Europe.

The disadvantage of producing new numbers at this stage is that it could disrupt the Nato/Warsaw Pact negotiations at the (CFE) in Vienna. These were proceed-

ing rapidly and, until this week, officials sounded optimistic about an agreement before the end of this year. However, the view among top US officials is that the upheaval in the eastern bloc - coupled with President Mikhail Gorbachev's problems at home - means that Moscow is in a mood to do deals.

Among the Nato allies, the view is a little more circumspect. Officials who recall history note the effort it took Dean Acheson and President Truman to persuade a reluctant Congress to approve large-scale economic and military assistance to western Europe after World War II; now that the Cold War seems to have been won, the fear in some quarters is that this commitment could fade and isolationism could stage a comeback in Congress, with Mr Bush showing little will to resist. Mr Bush appears to have responded with a pledge that the US will not seek an even lower troop limit once the initial CFE accord has been reached. As the White

House stated on Wednesday night, "even if - as we expect - Soviet forces in this region are reduced even further, the United States does not envision the further reduction of its forces in Europe below this new level."

More questionable is the White House assertion that the new Bush proposal reflects the "minimum level of US forces in Europe to protect US interests and sustain Nato's strategy of forward defence and flexible response." In other words, Nato military strategy is to remain intact, despite the convulsions to the east and despite the new numbers on force levels.

Mr Richard Cheney, US Defence Secretary, offered the same reasoning message on strategy when presenting his \$350bn budgetary request to Congress early this week. The problem is that very few people in Congress believe that it holds water.

Senator Sam Nunn, who chairs the Senate Armed Services Committee and is

probably the most influential Democrat in Congress on defence issues, argues that, without agreement on a new western strategy, there can be no serious decisions on how to reshape the US military budget. His fear is that, without such an accord, Congress will simply go on a "chopping spree" in search of defence cuts to pay for domestic programmes. Mr Bush's proposed troop cut is an attempt to head off such a stampede. By setting a credible benchmark on US force levels in Europe, the president is building bridges to Mr Nunn.

But the President - who is often accused of lacking vision - seems also to be trying to put a floor under future force cuts in the next round of conventional arms talks - CFE 2. There is little consensus in the administration, the US military or the western alliance on the scope of such negotiations but, as one senior British official, said: "It does not necessarily mean a repeat of lower figures."

Germans seek to convert weapons

By David Goodhart in Bonn

THE WEST German Government and weapons manufacturers such as Daimler-Benz are beginning to show a serious interest in the possibilities of "arms conversion", converting military products into civilian ones, in the light of the quickening pace of disarmament.

In the short term, disarmament and troop withdrawal will create problems not only for the country's expanded armaments industry but also for those towns and regions which have become heavily dependent on foreign troops.

The 345,000 US troops now stationed in West Germany spend about DM14bn (\$5m) a year and employ 170,000 people. The expected withdrawal of 50,000 troops will leave a dent in both figures.

Rapid disarmament could also knock a dent in the earnings of Daimler-Benz which has just completed its expansion into armaments with the acquisition of MBB and the establishment of a new subsidiary, Deutsche Aerospace.

Mr Christian Pöppe of Deutsche Aerospace said yesterday that the company had this month established an arms conversion committee, which would be reporting its findings in about six months. He said that conversion into medical and transport products had the greatest potential. Dornier, part of MBB, recently developed a laser machine for destroying gall stones as a spin-off from a military laser development.

In Bonn, the Economics Ministry has commissioned a report on the armaments industry from the Munich-based IFO economic institute. A chapter will investigate the potential for arms conversion.

A new alliance, for a new Europe

By David Goodhart in Bonn

EIGHT months ago, President George Bush volunteered to negotiate a 10 per cent cut in American troops in Europe, down to a common US-Soviet ceiling of 275,000 men. This week, without waiting for the offer to be accepted in the Vienna Conventional Force talks, he has raised it by another 30,000 to bring a new common ceiling of 195,000 men. At this rate, the Atlantic part of the Atlantic Alliance will have disappeared down the plug hole before the rest of us have had a chance to turn round.

It has therefore become rather urgent to think about the Alliance from first principles, before it melts away entirely under the warm glow of détente and disarmament. It is quite evident that the nature and intensity of the threat have changed substantially, and may well change even more radically in future. It follows that the security arrangements of Western Europe must adapt to evolving circumstances. My hunch is that the changes will have to be as radical as the revolution in the East.

I have constructed a chain of questions, which may point to some possible conclusions:

- Do we need to keep Nato alive?
- Do we need to keep an integrated military structure in Nato?
- Can we keep an integrated military structure, and if so, on what conditions?
- Is German unification inevitable?
- If so, do we want a united Germany to be a member of Nato?
- Does that mean East German membership of Nato, and if so, how do we square it with the anxieties of the Soviet



George Bush opens a long line to Mikhail Gorbachev, but Senator Sam Nunn (right) will also need convincing about defence cuts

Union and other East European countries?

- What is the interaction of the German problem, first on Nato, and second on the European Community?

Nato, Germany and the EC - these are the three magnetic poles in West Europe; naturally, therefore, the sequence increasingly links them together, with the following answers.

- Of course we must try to keep Nato alive. Mr Gorbachev is a charming fellow; perhaps he means well. But who knows what - or who - will come along next?
- We need an integrated military structure, with specific military structures present on the ground, because that is the only (partial) guarantee that the alliance would still be alive on D-Day. A purely political alliance of formal promises runs the risk of betrayal, as Czechoslovakia was in 1939.
- An integrated military structure with continued German participation may only be possible on certain minimalist conditions.

Conversely, any Anglo-American attempt to perpetuate Nato's present structures, doctrines and forces might well succeed in alienating West Germany from the military alliance altogether.

IAN DAVIDSON
ON EUROPE

- Some form of German unity seems inevitable in the fairly near future; and the more Western governments or East Germany try to slow it down, the faster it will be.
- It is extremely important for the West, and paradoxically for the Soviet Union as well, that a united Germany should be a member of Nato. The dangerous alternative is a united Germany, possibly with a nuclear capability, on the loose in the centre of Europe.
- Nato membership for a united Germany could only be acceptable in Soviet eyes if the organisation became low-profile, concomitant with a low-

level threat. This condition might be satisfied (under paragraph 3), with a level of US ground forces in Germany that was low or even zero, with a much reduced role for land-based nuclear weapons, and with a shift from forward defence strategy with heavy troop concentrations to a strategy of strategic warning and mobilisation.

The US would still be a member of the Alliance and part of the integrated military structure, with air and naval forces in or near Europe; but it would no longer be the dominant or most visible force in the alliance.

The natural and necessary corollary of a tame Nato would be a strong, more federally-unioned EC.

A tame Nato, with more remote US forces and reduced nuclear presence, would be a valid counterpart to the reduced Soviet threat; a federally-unioned EC, through its institutional framework of majority decision-making and the rule of law, would be a compensating guarantee, in



Address highlights domestic dilemmas

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush yesterday won widespread praise for the domestic and foreign goals he set in his State of the Union address on Wednesday evening, but was sharply criticised by leading Democrats over his specific proposals.

With his approval rating in the polls nudging 80 per cent, and by character a unifier rather than a divider, Mr Bush did not have to do much to ensure a warm reception on the night from Congress, which he duly received.

The plan to cut troop levels in Europe naturally captured most attention, but it only accounted for one minute of the 35-minute address.

The rest consisted of a broader discussion of his domestic agenda.

Mr Bush spoke in his familiar downbeat way. The occasional theatrical touches reminiscent of the Reagan era, like quoting from a letter written by a soldier killed in Panama, stood out for their rarity. A revealing moment was when he spoke as a grandfather, albeit a still youthful looking one in the unsmiling, occasionally bumbling, manner of actor James Stewart.

In some ways Speaker of the House, Mr Tom Foley, appeared more presidential in offering the Democrats' televised reply immediately afterwards. The white-haired Foley was more fluent than Mr Bush - while also being a welcome contrast to his oligarchical predecessor, Mr Jim Wright, who resigned as Speaker eight months ago. Mr Foley set out the Democratic view on education and protecting "the people who go to work and pay the taxes".

Television critic, Tom Shales of the Washington Post, fairly described Mr Bush's address as "a year standard, basic, generic presidential speech". He noted that "Bush's speech and his delivery of it were

competent, goodhearted, uninspired and uninspiring, although the blandness didn't discourage the assembled legislators from interrupting it with applause." The loudest ovation from Republicans came when he repeated his campaign promise of "no new taxes".

Yet, both in content and reception, the address reflected Mr Bush's current political dilemma. He is building up an impressive reputation in foreign policy with surprises like the troop cuts. But, domestically, he has much less freedom of manoeuvre. There is, in effect, a stalemate between the executive and the legislature.

The Democrat-run Congress can block any Bush proposals it dislikes, as over capital gains tax last year (but probably not in its modified version this year). Similarly, Mr Bush can veto congressional proposals he dislikes, such as those liberalising abortion laws.

In his speech, Mr Bush repeated the appeal he made in his inaugural address, that the American people had not sent them there to bicker: "Once again, I call on you to all of you." He called for co-operation on legislation on clean air, child care, educational standards, and on crime and drugs.

In particular, he outlined new national educational goals, including an increase in the percentage of students graduating from high school to at least 80 per cent from the present 72 per cent.

While Mr Bush may now have won some freedom of manoeuvre on defence spending, his overall Budget and domestic plans will face a strong challenge over the coming weeks and months - as has been shown in the rough ride given this week to Mr Richard Darman, the Budget Director, by the Senate and House budget committees.

Brazilian trade surplus 'slipping'

By Ivo Dawanay in Rio de Janeiro

BRASIL'S first-quarter trade surplus is set to drop to almost half of the equivalent 1989 level, according to an official report by a Planning Ministry think-tank.

The Institute of Economic and Social Planning (Ipesa) estimates that exports will exceed imports by just \$2.2bn - down from \$4.2bn in the equivalent period of 1989. The figures show imports rising by 23 per cent and exports falling by 15 per cent over the three months.

Independent analysts are attributing the downturn to various unrelated factors, with a broad consensus forecasting a year-end surplus of \$10bn to \$12bn - substantially down on the \$18bn recorded last year.

If so, that will influence Brazil's negotiations with foreign

creditors on debt servicing, in talks expected to begin soon after President-elect Fernando Collor de Mello takes office on March 15.

Brazil has reserves of some \$7.2bn (roughly the value of four months' imports) while unpaid debt interest is expected to have climbed to about \$5.5bn by the inauguration.

Behind the declining trade performance lie factors such as the impact of the ending last year of the International Coffee Agreement, which had sustained world market prices and contributed to Brazil's high inflation rate.

Imports have been fuelled by businesses increasing orders from abroad to stock inventory and raw materials, in anticipation of a substantial currency devaluation by the new government.

Soviet bloc refugees land on Canada

By Bernard Simon in St John's, Newfoundland

THE BASING of travel restrictions in Eastern Europe has led to a sharp increase in the numbers arriving by air at Gander, Newfoundland, claiming refugee status in Canada. A federal immigration official said yesterday 124 passengers presented themselves as refugees at Gander in January, more than 10 times the number in January 1989. Most were Poles. Others came from Romania, Bulgaria and the Soviet Union.

The refugees all flew in on Aeroflot or Cubana Airlines, which stop to refuel at Gander en route to Havana. The defectors usually make themselves known to Canadian police and customs officials in the international transit lounge and are then taken to immigration officials for their claims to be processed.

Refugees to Canada normally need to prove that they have fled persecution in their home countries. Despite the recent improvement in the political climate in Eastern Europe, most of the recent arrivals are likely to be accepted as refugees by the Canadian authorities.

But, if past experience with Turks, Sri Lankans and Latin Americans is any guide, Ottawa's attitude may harden if the number of claimants increases sharply.

The federal Government agreed this week to increase immigration staff at Gander and St John's, and to set up a permanent refugee board in Newfoundland to handle the eight-month backlog of Eastern European refugee claims. It is estimated there are now 350 refugees in St John's.

OTHER AMERICAN NEWS

El Salvador steels itself for a rebel siege

Another guerrilla offensive threatens if peace talks are not renewed, says Tim Coone

EL SALVADOR could soon experience repeat scenes of last November's all-out guerrilla offensive, if the Government and rebels are unable to agree on renewed peace talks.

February 10 was the deadline suggested by the left-wing FMLN guerrillas for talks between representatives of the rebel group and of President Alfredo Cristiani's right-wing government. The United Nations has agreed to mediate.

President Cristiani has agreed to a meeting but he wants the UN to act as a witness to the talks and not as a mediator. No firm date has yet been fixed, although President Cristiani will be in New York to meet privately with UN representatives this weekend. He has previously insisted that the FMLN should abandon its military struggle before returning to the negotiating table.

The last round of bilateral talks came to an abrupt end following the bombing of a trade union building in the capital, San Salvador, last October.

One of the left's most prominent labour leaders, Ms Febe Elisabeth, was killed in the attack which was widely attributed to a right-wing extremist.

The November guerrilla offensive followed.

Mr Roberto Canas, a member of the Diplomatic-Political Commission of the FMLN, told the Financial Times recently: "The offensive was launched to persuade the Government to table serious talks." He said that in the previous round the Government had been stalling, believing the guerrillas to be in decline and with few military prospects.

The offensive dealt a stunning blow to President Cristiani's strategy of taking the war to guerrilla strongholds in the mountainous regions of Morazan and Chalatenango. The guerrillas' reply was to bring the war to the capital. For two weeks they held on to most of its northern and eastern suburbs, as well as parts of several other major cities.

Despite heavy aerial bombardments, Mr Canas says the FMLN suffered only 400 dead - about 34 per cent of their committed forces by western intelligence estimates. He says that new recruitment as a result of the spectacular offensive "has replaced our losses. Our military strength is intact." Preparations have also been made to counteract the Government's air superiority "on the ground and in the air," he says.

During the last offensive, an aircraft bringing supplies of surface-to-air missiles from Nicaragua to the guerrillas crashed in El Salvador. Previously, there had been no firm evidence that any missiles had been used in combat. Western military experts believe that the introduction of missiles into the 10-year conflict could break the military stalemate and shift the balance in the guerrillas' favour.

Mr Canas insists, however, that despite FMLN preparations for a new offensive, the guerrillas are ready to negotiate a peace agreement, but one which would have to include substantive reforms of the armed forces and judicial system.

The Government's recent announcement that it discovered within the armed forces the assassins of six Jesuit priests, their housekeeper and her daughter - murdered last November - has neither convinced the Roman Catholic Church nor the FMLN that a genuine house-cleaning is under way. Representatives of both say that the list of accused, which include a senior officer, are only the tip of the iceberg.

Mr Canas says that there still remain

many assassinations to be cleared up, including that of Ms Elisabeth last October, of El Salvador's archbishop, Monsignor Oscar Arnaldo Romero in 1981, and more recently of Mr Hector Oguel, an El Salvadoran Social Democrat leader who was assassinated three weeks ago by a hit squad. The new archbishop, Mgr Arturo Rivera y Damas, said last week that he has also received death threats.

Mr Canas says that the FMLN believes President Cristiani is desperate not to lose US economic and military support, which is the subject of several bills about to be presented in the US Congress. US religious groups are lobbying heavily to have the aid cut because of the recent killings.

An aide to a US senator prominent in Central American policy debates, said he did not believe there was enough support in Congress to cut aid completely, but that a compromise motion might succeed in tying aid packages to advances in the negotiating process.

Mr Canas believes, however, that if aid is continued, the army will be encouraged to fight rather than negotiate. "We are preparing for both possibilities," he said.

Survey shows slowdown

By Peter Riddell in Washington

US manufacturing activity declined in January, according to a widely watched guide to the state of the economy.

The National Association of Purchasing Management's business survey shows a sharp drop in the purchasing managers' index to 45.2 last month, from a revised 46.7 in December. This is the ninth consecutive monthly drop.

The figures underline the recent marked slowdown in US economic activity. They do not necessarily mean that a recession is imminent, though they inevitably add to the uncertainty. Administration officials

and Federal Reserve governors have both said this week they expect a rebound in the economy later this year.

In detail, the figures show a sharp drop in the production component, down to the lowest level since December 1982, and a big decline also in new orders, with employment falling for the 11th month and the inventories/stocks index at its lowest level since December 1988. But new export orders continued to show relative strength. Construction spending dropped by 0.5 per cent in December, partly as a result of the exceptionally bad weather.

Workers at the plant, in the state of Mexico, have also threatened a mass defection to the Confederacion Obrera Revolucionaria, a rival federation less amenable to state pressure.

As a condition for a return to work, Mr Escobar and his colleagues on the Cuatitlan workers' negotiating committee have also stipulated that the company should undertake the physical safety of the labour force, the removal from the site of armed security forces, and the re-employment of the full 3,800-strong labour force without any victimisation or dismissals.

The shut-down and occupation of the plant began on January 8 when thugs stormed the factory to attack workers protesting at the company's method of deducting tax on their 1989 productivity payment and Christmas bonus. In the affray one worker was killed and seven badly injured.

At least the rebels have the satisfaction that a warrant has been issued for the arrest of Mr Hector Uribe, former official CTM leader at the plant, as the alleged "intellectual

Talks fail to end deadlock at Ford Mexican plant

By Richard Johns in Mexico City

TALKS between dissident workers and the official leadership of the Confederation of Mexican Workers (CTM) on Ford's assembly plant at Cuatitlan have shown little sign of breaking the deadlock paralysing output there. The closure of the plant is now well into its fourth week, at a cost to the company estimated independently at more than 4,000 vehicles.

For the time being the management is little more than a helpless spectator at an inter-union dispute over representa-

tion, which could become embarrassing to the Administration of President Carlos Salinas de Gortari in its drive to attract foreign investment.

At a meeting of the Federal Committee of Conciliation and Arbitration last Friday, Ford withdrew its request for an injunction ending its existing contract with the CTM.

The rebels are demanding recognition of their leaders, headed by Mr Raul Escobar.

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At least the rebels have the satisfaction that a warrant has been issued for the arrest of Mr Hector Uribe, former official CTM leader at the plant, as the alleged "intellectual

author" of the assault. He is now in hiding. Ford appears to be paying a heavy price for reliance on the official leadership imposed from above rather than elected local representatives.

In November last year (the last month for which figures are available) Ford's output at Cuatitlan totalled 4,805 vehicles: 1,472 Taurus, Cougar and Thunderbird cars and 3,333 lorries. In addition, at its Hermosillo plant in the state of Sonora it produced 3,233 Topaz models for export.

OVERSEAS NEWS

Ferranti 'broke ban on S Africa arms sales'

By Michael Holman, Africa Editor

FERRANTI International, the British defence company, was yesterday accused of breaching UN embargoes on both arms exports to South Africa, and imports from the republic.

Mr Robert Hughes, the British Labour Party MP and chairman of the Anti-Apartheid Movement, has written to Mrs Margaret Thatcher, the Prime Minister, calling for an immediate investigation into "major failures by the security services in relation to Ferranti's South African connections."

Mr Hughes was drawing on information due to be disclosed last night in the Thames Television programme, *This Week*. He claims that as a result of Ferranti's takeover of the US registered company, International Signal and Control (ISC), the embargoes were broken.

The points raised by Mr Hughes in his four-page letter involve a complex link between Ferranti, ISC, and Armecor, the South African state-controlled arms production and procurement corporation.

Mr Hughes says it is a matter of "gravest concern" that a Mr R. Clyde Ivy, a US national, was appointed to the board of Ferranti in 1987.

"Prior to this appointment," writes Mr Hughes, "Mr Ivy had been employed from 1977 to 1980 as a senior official of the South African company Kentron, which is a wholly-owned subsidiary of Armecor."

Mr Hughes alleges that at the time of its takeover by Ferranti International in 1987 ISC was under investigation in the US over alleged illegal shipment of military equipment, by its subsidiary ESI Manufacturing Inc, to South Africa.

"These shipments continued up to 1988, after the takeover of ISC by Ferranti," continues Mr Hughes.

He asks Mrs Thatcher to investigate the matter "with the utmost of urgency". A spokesman for Ferranti has denied that the company was knowingly involved with any "illegal trade with South Africa."

Beirut fighting eases

By Lara Marlowe in Beirut

FIGHTING between General Aoun's soldiers and the Christian Phalangist militia of Dr Samir Geagea ended last night after reports that the two men had spoken by telephone and agreed to a ceasefire.

The sound of mortar fire could still be heard in East Beirut but the artillery battles of the last two days - which killed more than 60 civilians and wounded more than 200 - appeared to have ended.

Gen Aoun had staked his future as the self-proclaimed leader of Lebanon's Christian enclave on his ability to wipe out the 10,000-strong militia, which has put up more resistance than he had expected.

For much of yesterday the city was still shrouded in smoke. Fighting was particularly heavy around the Ministries of Justice and Finance, and the eastern end of Beirut's dividing Green Line.

Gen Aoun's artillery gunners wounded 16 Christian refugees - mostly children - when they fired on an abandoned school in Jemnaizeh, in territory held by the militia.

Many Lebanese believe that Gen Aoun's real motive in provoking the stand-off was his desire to seize control of the balance-controlled port and taxation system. President Hrawi's government in West Beirut has cut all central bank funding to Aoun's renegade government.

After the US State Department called on Gen Aoun to step down on Wednesday, he accused the Phalangists of operating "under the direction of the American secret services."

"People around me did not believe that I was allowed back, but for me, my being here is a sign that this

Indonesian villages bank on reforms to the farm economy

John Murray Brown looks at a shift in institutional lending

THIS week, following President Suharto's initiative on rural co-operatives, Mr Adrianus Mooy, governor of Bank Indonesia, unveiled reforms for the village economy, where more than half the country's 175m people live. "We have newspapers entering the villages, the army is in the villages, so why not the banks?" he asked.

The changes add up to a radical shift in Indonesian farm policy and a welcome move towards more market-related institutional lending. Subsidised credits, long seen as the universal cure for an ailing agriculture, are to go. Commercial and state banks will now have to extend 20 per cent of their loan portfolio to small enterprises, those with assets of less than Rp100m (\$20,000). Foreign banks are exempted.

The reforms come amid growing concern that development is bleeding the countryside, as increases in rural savings are used to finance largely urban investments. It might almost be a definition of what happens when a country develops. As one banker put it: "The man who yesterday kept his savings under the mattress is today exchanging a claim on Bank Indonesia for a claim on a commercial bank and earning interest to boot."

Thailand and Malaysia have similar policies but this is the first time that Indonesia has imposed rules on sectoral lending. It is, in part, a political gesture to defuse criticism that Chinese groups are dominating the economy. Increasingly, comparisons are being made with Malaysia's New Eco-

nomics Policy which also set out to eradicate rural poverty by a radical restructuring of the economy in favour of the indigenous Malay.

Indonesia has several rural credit programmes. A 1988 World Bank report on rural credit lists more than 20. Some, like the Koperasi scheme at Bank Rakyat Indonesia, work well at market interest rates of 20 per cent.

There is also a multitude of informal savings schemes. On the small island of Lombok there are more than 20 informal associations covering everything from the cost of farm inputs to the staging of a religious festival. Despite interest of more than 5 per cent a week, the informal sector is said to account for a staggering 60 per cent of rural credit.

The general problem is that rural demand is highly seasonal - for example, rice loans. Many of the official programme rates are too low to cover collection and administration costs. Too often, as in Mexico and other countries, there is also the feeling that subsidised credit is merely a tool of government policy.

"In my experience," said Mr Mooy, "the provision of credit at the right time, especially for small businesses, is more important than the cost and the interest rate."

This week's reforms consign one of the principal monetary instruments to the banker's locker room. The liquidity credit - high-powered money used by commercial banks to refinance loans with Bank Indonesia at prefer-

ential rates - is to be phased out. The system was introduced to restrain inflation by channeling the country's oil windfall to capital-intensive projects. A surge in investment, a construction boom and increased liquidity from new banks or new issues on the stock exchange is raising the spectre of inflation again. But for this year's record rice harvest many economists believe inflation would be higher than Bank Indonesia's estimate of 6 per cent. The liquidity credit is merely stoking the fire, hurting the small businessman, people on fixed incomes and the poor.

Outstanding amounts have now reached a third of total bank loans. Perhaps 20 per cent of that is bad debt. One reason, Mr Mooy says, is that the programme is seen by both the clients and the banks as a "social institution instead of a regular bank loan."

One despairing banker described Kut, the subsidised co-operative credit programme, as "a permanent financial disaster." He also doubted whether this week's change in the interest rate to 16 per cent - leaving the co-operative a 7 per cent margin - was enough when small credits are as little as Rp25,000.

The old argument was that farmers are poor and require capital to raise production. Without subsidies they are kept in poverty, and the modernisation of agriculture is stifled. It was also said that the co-operative provided small farmers with the need for land certificates or other proofs of title as security.

liquid following recent deregulation which saw a spate of new banks and allowed greater competition for savings. Bank Indonesia has used its "SBI" certificate of deposit to absorb some of this excess funds. These short-term instruments amount to around Rp14,500bn (\$3,000bn). This compares with the increase in RI's subsidised credit - which jumped Rp3,600bn in 1989 to Rp16,000bn, about a third of total bank credit.

In his annual speech to bankers last month Mr Adrianus Mooy, BI's governor urged banks to bring down



Village life for a woman at a well in Sumatra

Performance has fallen short of expectations, however, and the costs have been much higher than anticipated. Mr Mooy cites the small Investment and Working Capital credit programme where arrears payments are 25 per cent of outstanding loans. About 12 per cent has been written off. It is a similar story with the Kut.

The burden of claims on Askrindo, the Government's insurance agency, has also been considerable.

Perhaps more to the point, there is scant evidence that the subsidy works. Indeed, when the agricultural credit programme collapsed in 1985, after massive defaults, it was found that fertiliser purchases increased.

State banks reduce lending rates under government pressure

INDONESIAN state banks announced cuts in prime lending rates yesterday under clear government pressure in the wake of credit policy reforms announced earlier this week, John Murray Brown writes from Jakarta.

Despite predictions of tighter short term money fol-

lowing Bank Indonesia's decision to reduce its subsidised credit programme, rates for the best customers fell 3 points to 16 per cent. Commercial rates fell a point to between 20 per cent and 24 per cent, still the highest in the Asian region.

Banks are currently highly

compared with the increase in RI's subsidised credit - which jumped Rp3,600bn in 1989 to Rp16,000bn, about a third of total bank credit.

In his annual speech to bankers last month Mr Adrianus Mooy, BI's governor urged banks to bring down

rates to "reasonable levels". In particular the five state banks which account for around 70 per cent of total bank assets, have come under strong pressure. Borrowing costs have been crippling industry when banks last month Mr Adrianus Mooy, BI's governor urged banks to bring down

incentives. Traditionally rates have been little influenced by supply demand factors. With a regime of free exchange controls a more decisive factor was the rate available in Singapore coupled with expectations about further rupiah devaluation.

Singapore 'tax war' on cars sends prices soaring

SINGAPORE, trying to curb its car population, has increased registration taxes by 500 per cent, Reuters reports from Singapore.

The average price of a new car, already one of the highest in the world at \$860,000 (\$19,150) rose nearly 10 per cent yesterday when the Government raised the registration tax by \$35,000 to \$86,000.

Dealers said the high tax on new cars would have a domino effect down into the used-car market.

Many owners who had advertised their second-hand cars for sale in the newspapers on Wednesday withdrew their offers. "The Government is making cars an investment," said one dealer.

Other motor vehicles were even harder hit by the tax increase. The registration fee for new motorcycles rose to \$81,000 from \$55 and taxis and goods vehicles to \$815,000 from \$515,000.

At a news conference, Mr Yeo Ning Hong, the Communications and Information Minis-

ter, said the rises were an interim measure to stop motorists rushing to buy new cars before the Government introduces a quota system to limit the number of vehicles on Singapore's roads.

Full details of the quota system, which will come into effect in April or May, have not been decided but motorists will have to bid for a limited number of licences.

Government measures to limit car ownership through higher taxes are unlikely to have much effect on affluent Singaporeans until the public transport system becomes more comprehensive.

The Government has tried in the past to push car prices higher, but one in five of the population now owns a car. One young professional who had decided he could just afford a new Daihatsu Charade at \$84,000, 15 months' salary, found its price had jumped to \$94,000 overnight.

"But I have no choice, I need a car in Singapore so I have to bite the bullet," he said.

Thai strikers appeal to army

By Roger Mathews in Bangkok

STRIKING dock workers in Thailand said yesterday that they would seek the help of senior military commanders in resolving their dispute with the Government over the privatisation of the country's first deep-water port, which is due to start operations at the end of this year.

The call by the unions for military leaders to help resolve the issue is obviously aimed at exacerbating the Government's difficulties.

General Chavalit Yong Chaiyudh, the acting chief of the armed forces, has made little secret of his political ambitions and may decide to retire from the army soon.

He may feel that his stature within the country could be significantly advanced either by a successful intervention in the port dispute, or by the economic dislocation which would result from a more prolonged stoppage.

The inevitable politicisation of the three-day strike came as industrialists issued their first warnings of a slowdown in factory output due to shortages of



Gen Chavalit may intervene

raw materials and delays in meeting export orders. Under Thai law, public sector strikes are illegal, but the authorities have yet to challenge the unions' definition of the stoppage as an "extraordinary meeting".

It has been widely predicted that the Government will be forced to accept a compromise over the future of the new Laem Chabang terminals on the east coast. The unions are said to be ready to accept a deal whereby the Government would still invite bids for two of the wharves, but the others would be operated by the Port Authority of Thailand and its six affiliated unions.

However, the Government is resisting, conscious that another defeat at the hands of the public sector unions would have serious implications for selling into private ownership more of the country's state-owned enterprises.

Union hostility intensified yesterday when the Cabinet also reaffirmed its intention to change the legal status of the Electricity Generating Authority of Thailand and the Telephone Organisation of Thailand, making them both into limited companies.

General Chaitchai Choonhavan, the Prime Minister, has demonstrated a pragmatic approach to political issues. Reluctant though he may be to give way again on privatisation, there is little doubt he will not put his Government's tenure of office at real risk.

Australian monthly deficit sharply lower

By Chris Sherwell in Sydney

AUSTRALIA yesterday reported a sharply reduced monthly current account deficit of A\$290.8m (\$413m) for December, the first time it has dipped below A\$1bn since June 1988.

The better-than-expected figure, which included a visible trade surplus of A\$502m, reflected the economic slowdown being generated by the Government's tight monetary and fiscal policies.

It also appeared to validate the Labor Government's strategic decision last week to start easing interest rates. With businesses and mortgage-payers squeezed badly and a general election due by May, a further easing of policy is widely expected.

Analysts nevertheless cautioned against seeing a turning point in the improved December figure, which compared with a A\$1.6bn deficit the previous month and A\$2.33bn in October.

They pointed out that December was a shorter trading month than the previous one, and that a more expensive aircraft imports. Seasonally adjusted figures showed a monthly deficit of A\$1.6bn, while the full-year figure is still expected to be above A\$20bn, a record.

The visible trade surplus of A\$502m represented an impressive A\$677m turnaround on the November figures. Exports were virtually unchanged, while imports fell by 20 per cent.

The foreign exchange markets in Sydney took the news in their stride, with the Australian dollar weakening to 99.1 on a trade-weighted basis, compared with 99.4 at Wednesday's close.

Mr Paul Keating, the federal Treasurer, said the figures were a further sign that demand was slowing, but he warned that demand would have to remain in check for as much as four or five years.

Hun Sen wins backing of National Assembly

CAMBODIAN PRIME MINISTER Hun Sen has been strongly endorsed by the Phnom Penh National Assembly in his negotiations to end the 11-year conflict in his country, Reuters reports from Bangkok.

Pracheachon, the newspaper of the ruling Communist Party, said on Monday the assembly agreed to give Hun Sen "the right to prepare a detailed plan of action" to bring peace.

Hun Sen, 38, as Prime Minister and Foreign Minister and a senior party leader, has been the spokesman for the Vietnam-backed Phnom Penh government in all negotiations.

Diplomats and foreign aid workers in Phnom Penh had spoken recently of reports that

he might be losing the confidence of the leadership as the army lost ground to the Khmer Rouge and other guerrillas. He will represent Phnom Penh in a new round of peace talks with the three Cambodian guerrilla factions, Vietnam and other regional states in Jakarta at the end of February.

The six-day assembly meeting, which ended on Wednesday, backed proposals for the United Nations to play a key role in the settlement process, confirming a reversal of Phnom Penh's previous rejection of a UN role.

Pracheachon stressed the need to include guarantees against a return of the "genocidal regime" of Khmer Rouge leader Pol Pot in the mid-1970s.

Seoul to build new airport

SOUTH KOREA will start building a large international airport near Seoul next year, Transportation Minister Kim Chang-keun announced yesterday, Reuters reports from Seoul.

The site has yet to be chosen, he said in a report to President Roh Tae-woo. A ministry spokesman said the airport to be completed in 1996, would have four 4km runways and would cost \$70 bn won (\$1.3bn).

"The airport will have a capacity to handle up to 35 million passengers a year," the spokesman said.

The airport was necessary because Gimpo Airport is too small for expected traffic.

Iranians deported from Britain for 'public good'

BRITAIN said yesterday it had ordered the expulsion of nine Iranians, including the London bureau chief of Iran's state television, for reasons of national security, Reuters reports from London.

"There are nine people who have had deportation orders against them on the grounds that it would be conducive to the public good for reasons of national security," a British Home Office spokeswoman said.

They were given one week to leave Britain. The spokeswoman would not identify the other eight but Iranian television reported earlier that the Iranian journalist and two students had been ordered to leave the country.

In a statement issued in Tehran two weeks ago, a radical student group warned that British citizens in Islamic countries and elsewhere would be in danger unless Britain freed jailed Iranian students.

Iran's late spiritual leader Ayatollah Ruhollah Khomeini condemned the book as blasphemous to Islam and ordered the author's death.

Tehran broke diplomatic relations with Britain over the affair.

Moscow calls for Asia-Pacific naval cuts

THE Soviet Union called yesterday for talks to reduce the level of naval forces, particularly in the Asia-Pacific region, warning a continued build-up at sea could cause serious strategic instability. Reuters reports from Manila.

While there were good prospects for halving the levels of Soviet and US strategic nuclear arsenals, "the arms race in naval forces continues largely unchecked," Mr Oleg Sokolov, Soviet ambassador to the Philippines, said in a prepared speech.

"There are not even talks on these matters anywhere, including the Asia-Pacific region," Mr Sokolov stated.

"The impression is that someone is deliberately trying to maintain a new version of the 'balance of power' against arms control in this part of the world," he said.

The Soviet Union has already sharply cut its naval forces in the Pacific, reducing its presence by 57 ships and submarines between 1984 and 1989, he said. It has also started reducing its presence at the Cam Ranh Bay military base in Vietnam.

Speaking before a tour of the Asia-Pacific region later this month by Mr Dick Cheney, the US Defence Secretary, Mr Sokolov said the Soviet Union had not yet received a positive reply to proposals for talks on halting the build-up of naval forces in the area.

Mr Cheney said on Tuesday he would discuss deployment of US forces in the Pacific during his trip to South Korea, Japan and the Philippines. He declined to forecast any big cuts in the region.

US officials have said Washington has different interests in the Pacific from Moscow because the US is a sea power, while the Soviet Union is a land-based power. It wants to match arms reductions at sea with those on land could be dangerous, Mr Sokolov said.

"It leads to a situation when the lack of naval reductions in the face of those occurring in land and air-based nuclear missiles, as well as in conventional arms, could become a serious element of strategic instability and a great impediment on the way to further disarmament," he said.

"Let us not forget that today just one strategic submarine carries a destructive potential equal to several Hiroshimas," Mr Sokolov said.

Mr Sokolov was addressing Filipino businessmen in Manila ahead of talks scheduled for March or April on the future of the US Subic Bay naval base and Clark air base north of Manila, Mr Sokolov said.

The US says Clark and Subic are important for the defence of the Pacific and Indian Ocean region, and wants to extend the lease, which expires in 1991.

Mr Sokolov said the logic behind the network of bases built up during the Cold War was rapidly eroding.

Chinese party tightens grip on elections

CHINA'S Communist Party, reasserting its authority after suppressing pro-democracy demonstrations last year, said yesterday it would tighten control over coming local elections, Reuters reports from Peking.

The party will "strengthen its leadership" to ensure the success of elections to local people's congresses, the New China News Agency quoted the Central Committee as saying.

A party document referred to unspecified "problems" and warned of difficulties caused by "erroneous concepts on democracy."

It spoke of "the negative effects of the widespread trends of bourgeois liberalisation - a reference to Western political ideas under fire from the hardline leadership."

"A few cadres have become sick of elections," the party document said without elaboration.

Dissatisfaction with local elections in Hebei in Anhui province, led to student demonstrations across China in late 1989. These culminated in a comeback by hardline party veterans, who ousted Hu Yaobang, the reformist party leader. Hu's death of a heart attack last April led in turn to renewed nationwide demonstrations for freedom and democracy.

The agency said the terms of delegates elected to local governments in 1986 and 1987 would expire by the end of this year. Some local elections have been held already.

It did not specify how the party would strengthen its control. The number of candidates would remain higher than the posts contested, it said.

Exiles return to sample Jordan's experiment in democracy

Lamis Andoni reports on the Kingdom's liberalisation drive which could prove to be a lesson for the Arab world

AFTER 19 years in exile Mr Hani Hourani, a prominent writer and researcher, has come back to settle in the Jordanian capital, Amman. During his wanderings he established a reputation as one of the most respected experts on Jordan.

The kingdom's liberalisation drive, which has meant an end to the ban on political activists, has enabled Mr Hourani and many members of the opposition to return.

Like thousands of other politicians and intellectuals who were denied passports for "security reasons," Mr Hourani will soon have his passport back and be able to publish his previously banned books.

"People around me did not believe that I was allowed back, but for me, my being here is a sign that this

experiment can work," says Mr Hourani, who is considered the ideologue of the left-wing Jordan People's Democratic Party.

"After living for many years in the so-called radical Arab states, I believe that there is finally a democratic experiment which can inspire the Arab people who are still living under authoritarian regimes," he says. Mr Hourani spent many years in the Syrian capital, Damascus, north of Jordan.

Many Jordanians share Mr Hourani's hope that after decades of absolute monarchy the country is moving towards more popular participation and broader political freedoms. In the weeks following the country's November general election - the first in 23 years - the rate of political change here has

been unparalleled in the Arab world. Instead, it is likened by Jordanians to the transformation of Eastern Europe. They compare their experiment to Soviet perestroika, because in both cases it has been the rules of the game rather than the leadership which has changed.

The Jordanian Government is scrapping martial law, imposed after the 1957 Arab-Israeli war, the repressive defence law enacted by the British mandate authorities in 1935, as well as a strict 1953 anti-Communist law. "All of these laws are in the process of being abolished completely," says one Jordanian official.

Both the martial and defence laws had stifled freedom of expression and political organisation and had practically rendered the Jordanian constitution - considered one of the

most progressive in the region - obsolete. Unlike some other Arab states, where opposition members have simply been killed, repression in Jordan has taken much more subtle forms. Activists and writers have had passports withdrawn or denied, suffered from bans on work or travel, and been detained without trial.

In 1988 Jordan's decision to sever its official links with the Israeli-occupied West Bank removed the pretext for retaining martial law. In April 1989 resentment of deteriorating economic conditions and political repression finally erupted in riots which swept the northern parts of Jordan - the traditional support base of the Hashemite monarchy. Since then, the King and Govern-

ment have sought to reassert their legitimacy at home by conceding to some popular demands and embarking on a daring experiment in democracy. The most crucial test for this experiment took place at the start of the year, with a lively, three-day parliamentary debate which finally gave Mr Mudar Badran, the Prime Minister, a vote of confidence. Mr Badran set a precedent by allowing himself to be questioned.

Jordanians, however, still remember how in the 1950s and 1960s opposition deputies would be arrested and Parliament would be dissolved after a controversial session.

"From now on," declares a Jordanian government official, "we have to answer to the Parliament." But there are no illusions here about the extent of the liberalisation. "The

most we can achieve according to the Constitution is a partial participation," says Dr Jamal Shaer, a former Jordanian minister. According to the 1952 Constitution, the King retains the right to appoint the Cabinet and dissolve Parliament.

These constraints do not seem to discourage many people. They believe that a reversal of the democratisation process would seriously backfire, probably undermining the legitimacy of the system.

Disillusionment with other, "radical" models of Arab government helps to dampen opposition. "History has shown that both radical republics and conservative monarchs can be authoritarian and repressive," says Mr Hourani. "We hope to realise a new model here. We have no models to emulate."

UK NEWS

Government refuses inquiry into 'smear' allegations

By Ivor Owen, Parliamentary Correspondent

DEMANDS from all quarters of the House of Commons for a wide-ranging inquiry into renewed allegations by former Army press officer Mr Colin Wallace that the security services may have been involved in attempts to smear leading politicians of all parties in the 1970s were rejected by the Government in the Commons last night.

Mrs Margaret Thatcher, the Prime Minister, angered the opposition benches by insisting that information obtained from previously undisclosed files did not warrant such an investigation.

Repeated claims by Mr Neil Kinnock, the opposition Labour leader, that the documentation which had come to light within the Ministry of Defence had created a new situation were brushed aside by the Prime Minister.

Mrs Thatcher confirmed that she had expressed regret to those MPs who had been given incorrect information at an earlier stage, and stressed that the newly discovered material did not provide any evidence of attempts to undermine or dis-



Colin Wallace

credit ministers. But Mrs Thatcher, who was repeatedly challenged by Mr Kinnock to launch an inquiry to reveal the "full truth", stood by her statement on the Wallace affair of May 1987.

With equal determination Mr Tom King, the Defence Secretary, argued that the fresh documents which had come to light, the first of which were found "early last year", did no more than necessitate an

inquiry into whether Mr Colin Wallace, the former Army information officer, had been unjustly treated. Mr Mervyn Rees, the Labour MP and former Home Secretary, revealed that he had been unaware of a proposal to engage Mr Wallace to spread "disinformation" during the period he was Northern Ireland Secretary.

He also emphasised that an earlier inquiry which he conducted with Mr (now Lord) Callaghan, the former Labour Prime Minister, into whether attempts had been made to destabilise the Government of Mr (now Lord) Wilson had not covered "dirty tricks in Northern Ireland".

Mr Rees warned: "This will not go away - the next Labour Government will look at it and those who are hiding things from this Government had better remember that". Sir David Steel, the former Liberal Party leader, said attempts to discredit himself and other members of the party in 1974 could only have been designed to interfere with the processes of democracy.

IN BRIEF

Ambulance chiefs rule out acting as mediators

THE UK's chief ambulance officers ruled out formally acting as mediators in the long running ambulance pay dispute.

Representatives of the UK's ambulance officers met at an emergency meeting in Harrogate to discuss a proposal to act as mediators in the pay dispute, which has been referred to the High Court after a senior judge lifted reporting restrictions.

Court revelations Details of recent attempts by liquidators of the crashed Barlow Clowes investment companies to recover investors' money have been revealed in the High Court after a senior judge lifted reporting restrictions.

Sky costs Rupert Murdoch's chief executive of the News Corporation conceded last night that Sky Television could cost as much as £400m before any profits are seen. Murdoch, who was speaking on 'Thames Television's The City Programme', conceded that he now thought there was room in the market for both Sky and its satellite rivals British Satellite Broadcasting.

Oil field approved Development approval for one of the smallest North Sea fields yet was granted by the Department of Energy. Amerada Hess is to spend some £7.5m to tap into the 1.5m barrel Hamish field, near its Rob Roy field facilities.

Broker wound up Onyx de Falbe International, an insolvent Lloyd's reinsurance broker, has been compulsorily wound up by the High Court in the public interest following an order made on an unopposed petition by the Department of Trade and Industry supported by a French company, Groupe Kleber, claiming to be a creditor for £160,000.

BA to refit tankers British Aerospace, in conjunction with Dorset-based FR Group, has won a major contract worth more than £100 million to convert VC10 and Super VC10 aircraft into flight refuelling tankers for the RAF.

MO warning The treasury's key monetary indicator, M0, continues to flash warning signals and appears to have grown at an annual rate of about 5.7 per cent in January. M0 is regarded as a reliable guide to spending in the economy because it measures the demand for notes and coins in circulation.

Arts Council TV THE Arts Council has decided to go ahead with plans to set up its own television company. Basic funding of £1.5m has been approved for next year to establish Arts Council Television, a company designed to work with independent producers and established broadcasters.

Opera renovation Westminster City Council has approved in principle a £367m renovation scheme for the Royal Opera House in London. However, it has requested a series of design changes which are likely to involve increased costs.

Foreign seafarers British Steel is to re-register six ships outside the UK allowing the privatised steel company to replace more than 100 British seamen with cheaper foreign seafarers, although the ships will retain British officers.

News, US style News bulletins on satellite TV are too Americanised, Lord Rees-Mogg, chairman of the Broadcasting Standards Council, said at the second day of a European satellite marketing conference.

Brel sold for £4.9m Brel, the privatised rolling stock manufacturer, was sold by British Rail for £4.9m, the company's annual report revealed. The report, which covers the year to September 30 1989, shows that the company had assets of £26.6m and debts of £21.2m when it was acquired by a management and employee buy-out consortium last year.

TV breach denied Cass Goossens, director general of BEF, the Belgian state television network and chairman of the Eurosport satellite television consortium, denied that European Commission officials in Brussels had decided the channel was in breach of competition rules.

Beetles project A £1 million waterfront tourist attraction is to be built in Liverpool. Called the Beatles Story, it will recreate the sights and sounds of the long-lost Cavern Club in Liverpool where the band first played.

REPORTS OF THE PAY REVIEW BODIES

Public sector faces wage rises in stages

By Michael Cassell, John Gapper and Alan Pike

THE Government yesterday tried to dampen down inflationary pay rises and bring an end to the ambulance dispute by insisting that recommended increases for 1.2m public sector workers, averaging nearly 10 per cent, should be paid in stages.

The decision, agreed by the Cabinet, covers nearly one quarter of public sector workers. It means that most of them will receive a 7 per cent pay increase on April 1, with the balance delayed until January 1991.

Staging the £2.3bn package will save the Treasury £485m in 1990-91. Without phasing the pay rises, nurses would have received a 9.5 per cent rise in April, with top civil servants and judges getting increases averaging 11 per cent.

The review bodies, which are composed of independent experts on pay matters and other public figures, make recommendations independent of Government cash limits and now report at the start of the year.

Their freedom to recommend higher overall increases than the Government wants has been made more awkward by the long-running ambulance dispute, which has increased the pressure to hold down other public sector pay awards.

The decision to stage the increases is seen by ministers as an important step in helping to suppress pay expectations in both the public and private sectors when average, year-on-year earnings are rising at 9.25 per cent.

Mrs Margaret Thatcher said in a Commons written answer that the cost of immediately

implementing the recommendations - covering the armed forces, top civil servants, judges, doctors, dentists, nurses and other medical professions - would be too high.

The staging of individual review body awards was common in the mid-1980s but in the past two years the Government has implemented awards promptly and nearly in full.

This year the only extra Treasury funds go to the Department of Health, which will receive an extra £205m to help smooth the path of the government's NHS reforms.

Mr Kenneth Clarke, Health Secretary, said the staged awards to doctors and nurses should convince ambulance crews their dispute over an original offer of 6.5 per cent was "hopeless", and they should resume normal work-

ing. But Mr Roger Poole, chief negotiator for the ambulance unions, said the awards would "fuel the frustration" of ambulance crews. He said ambulance crews were having to fight for higher pay while nurses already knew their award.

The staging of the awards was criticised by other unions. The Institution of Professional, Managers and Specialists, which represents top civil servants, said the Government had betrayed its staff and its own market principles.

The biggest change in pay structure was recommended by the interim advisory committee on teachers' pay, which said education authorities should be given greater freedom to vary pay within a new national scale.

THE Government rejected the recommendations for extra increases at the top of the consultants' scale and in the size of consultants' awards.

It accepted the recommendations of the review body, which, when fully implemented, will result in an average pay increase for hospital doctors of 9.5 per cent and 11.5 per cent for GPs.

For nurses, the report, the seventh of the nursing staff review body, says that it remains to be seen to judge the effect of the new dental grading structure on staffing, and the flexible pay scheme introduced last year is also too new to assess.

ARMY officers serving on Regular Commissions are to be paid special lump sum bonuses at key career points because of continuing recruitment and retention problems identified by the review body on military salaries.

Under the recommendations, regular serving armed forces personnel will receive an average increase in basic pay of between 8.7 per cent and 9.5 per cent from April 1 1990.

The cost of the increases, including bonuses and allowances, is put at £63.4m. The recommendations include a new system of bonuses for non-commissioned personnel in the Army and RAF.

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Propaganda war of dirty tricks

By Ralph Atkins and Jimmy Burns

THE controversy surrounding Mr Colin Wallace, which this week has entangled prominent politicians in Labour, Conservative and Unionist parties, goes back more than two decades.

In 1968, as Northern Ireland's "troubles" were beginning to erupt, Mr Wallace was appointed as information officer for the army in Northern Ireland at its Lisburn headquarters near Belfast. He was a civil servant with an equivalent army rank of major.

In the months following Wallace's appointment, the information department of the army in Northern Ireland was reorganised to provide an effective propaganda tool.

The Government has admitted that a job proposal, almost certainly drafted with Mr Wallace in mind, straddled the grey area between supplying official information cleared for public release and the deliberate leaking of stories as part of a propaganda war.

At the centre of Mr Wallace's allegations was the "Clockwork Orange" project. Its aim was to spread information about the Provisional IRA's organisation and activities.

Mr Wallace claims Clockwork Orange was extended to cover Protestant organisations and individuals who were blocking Government attempts to break the political deadlock in the province.

In the House of Commons it has been alleged that the MoD smears may have extended to include Mr Edward Heath, the Conservative prime minister until 1974 and Mr Harold Wilson, his Labour successor.

The circumstances surrounding Mr Wallace's dismissal have led to allegations that he was driven out of the civil service because he threatened to reveal the extent of the security forces activities.

The Government has this week set up an inquiry into his appeal.

In 1981, Wallace was arrested and tried on a charge of murder, later reduced to manslaughter for which he got ten years. He was released on parole. In his book on the Wallace case, journalist Paul Foot alleges Wallace was framed.

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Lawson to become director at Barclays

By Peter Norman, Economics Correspondent

NINETY-NINE days after his spectacular resignation as Chancellor of the Exchequer, Mr Nigel Lawson yesterday found a new outlet for his talents.

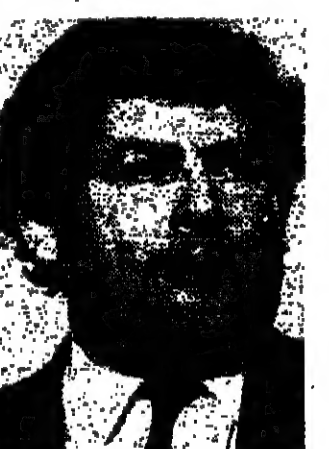
It was confirmed that the Right Honourable Member of Parliament for Blaby would become a non executive director of Barclays Bank PLC and Barclays PLC, its holding company, and an adviser within the Barclays group.

Mr Lawson's advisory role will involve two days a week at Barclays de Zoete Wedd, the investment banking arm.

Last night, Mr Lawson told the Financial Times that his work on the overseas side of BZW's business would be "part-time".

He said that his "part-time job with a leading British financial house" fitted in well with plans to write a book and remain in politics.

It is understood that Mr Lawson will be paid around



Mr Nigel Lawson

£100,000 a year for his work with the Barclays group, more than making up for the loss of his £56,627 a year salary as a cabinet minister.

Another attraction of Barclays and BZW was that the

two companies are British owned. Mr Lawson has also known Sir Martin Jacob, the chairman of BZW, and Sir John Quinlan, the Barclays chairman, for many years.

Indeed his links with Sir Martin go back to the 1950s when Mr Lawson was a journalist on the Financial Times. Sir Martin was then a barrister and wrote legal items for the newspaper. The two men became friends. Sir Martin is the godfather of Mr Lawson's daughter, Emily.

Sir John said: "He can help us open doors across the world. He has tremendous experience and imagination in financial engineering. He has a tremendous range of contacts".

Mr Lawson will not be expected to advise the bank on aspects of British economic policy. However, his thoughts on these matters are sure to bulk large in his book, which he hopes will be published after the next general election.

The former Chancellor is currently negotiating with publishers about the book, which will probably take the form of reflections on his time as a minister rather than a conventional autobiography.

Mr Lawson is expected to start his new City career shortly. Whereas senior civil servants have to be placed in purdah before moving to lucrative post-retirement jobs, former ministers are free to follow their own inclination on how soon they can begin boardroom life.

For Mr Lawson, the chance of earning more than an MP's annual salary of £26,701 will be especially welcome. He has a young family to support. He has been living in London in a house lent by friends since leaving his Downing Street house.

Last night he said that he might take one other directorship but would not seek "a clutch of them."

Lex, Page 14

Stock Exchange alters its rules as dust settles after the Big Bang

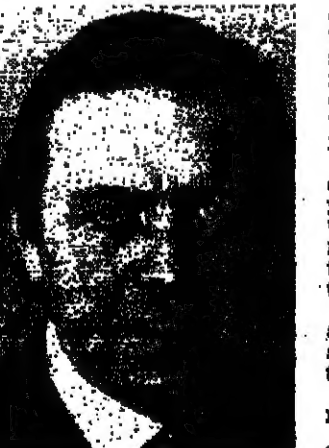
Richard Waters examines the latest overhaul in market dealing

IN about a month, the Stock Exchange's council is likely to vote on the first overhaul of the market's dealing rules since Big Bang more than three years ago.

The aim is to reinforce a system which has proved itself vulnerable since the collapse of October 1987. The Exchange fears that without significant changes, the UK's central equity market could face fragmentation.

To purists, the changes represent a significant step back from the ideals expressed when the rules were adopted by the Exchange's council, in July 1984. Yet broker-dealers argue that there is no option if a London market is to survive in its present form.

The changes have been proposed by a special task-force set up by the Exchange's domestic equity market committee - the most powerful of the myriad committees within the market - under the chairmanship of Mr Nigel Elwes of Warburg Securities.



Nigel Elwes: his committee believed Big Bang was unfair

ticularly those from the US, that established firms were trying to bend the rules in their favour. City regulators also looked askance on what appeared to be a retreat from the ideals espoused by the Exchange at the time of Big Bang.

The Elwes committee said it had no option. It said that brokers, already reeling from falling profitability, were exposed unfairly to loss by the Big Bang market system.

Competitors were able to use information about what trades had been done to launch predatory attacks on firms that had taken large positions in a particular stock.

each other and improving the trade reporting system. But to satisfy the concerns of larger firms, it is proposing a system of performance measurement to ensure that market-makers fulfil their obligations.

Some of the heat has gone out of this issue over the past year - in part because fair weather market-makers are now believed to pose less of a threat than was at first thought.

Within the Exchange, there also appears to be a sense that such firms pose less of a threat than was perceived a year ago - though for very different reasons.

The Elwes committee is also likely to make one recommendation beyond its brief - that the Exchange should consider reactivating its compensation fund, which was replaced by a compensation scheme set up under the Financial Services Act. The FSA scheme covers the first £30,000 of a loss and 90 per cent of the next £20,000 - a maximum of £48,000. The old Stock Exchange fund, by comparison, covered losses of up to £250,000.

The extent of cover provided by a new fund to top up the FSA scheme would depend on factors which have not yet been explored, such as the amount and cost of insurance cover for brokers.

large bargains is unlikely to be reinstated, though. The Exchange is unrepentant - an official, who declined to be named, said: "To have total visibility in the position is not effective. You cannot in any way expect a system to work efficiently if it requires people to disclose when they are taking a major bull or bear position."

The crude £100,000 threshold will be replaced by a more sophisticated system based on the "normal market size" for each stock.

In crude terms, bargains which fall within these limits will be published promptly, while details of larger deals will be delayed.

By these means the Exchange hopes to maintain the commitment of the large securities firms to the central equity market. It fears that more stringent rules would undermine their position and drive business from the market.

BA to start Glasgow-US service

By James Suxton

BRITISH AIRWAYS is to operate three flights a week between Glasgow and New York from August 3, Lord King, the airline's chairman said in Glasgow yesterday.

His announcement puts further pressure on Mr Cecil Parkinson, the Transport Secretary, to scrap the rule requiring transatlantic flights from Scotland to use only Prestwick airport. Mr Parkinson is reviewing the status of Prestwick, which is under-utilised, and had promised a decision "early in the New Year".

Lord King said that the flights, using Tristar aircraft, would operate on Fridays, Saturdays and Sundays. Fares would be the same as for flights from London and Manchester. He was "fairly confident" that Mr Parkinson would decide to allow intercontinental flights from Glasgow.

The lack of a statement from the Government was one reason for the length of time between the Civil Aviation Authority's granting of a licence to BA last December and the August start date. The main reason, however, was shortage of aircraft as a result of late deliveries of Boeing 747-400 aircraft caused by the



'Favourite airline': BIA's best-known passenger in better days

rates and lower consumer spending, are starting to bear heavily on weaker companies in consumer-related industries.

BIA asked its bank, Lloyds Bank, to call in the receiver to end a desperate struggle to stay in business, after it reported a £4.9m loss in the first half of this financial year.

In the wake of a £2.9m loss in 1988, the company's shares have not been traded since November 27, when they were suspended at 30p after Mr Peter Villa, BIA's chairman said the company needed time to clarify its financial position.

The company employs 386 people at Gatwick airport.

recent strike at the US aircraft maker's Seattle plant.

Lord King said that BA would not run the Prestwick service if the Government continued that airport's monopoly. He said BA wanted a daily service as soon as possible.

Officials say the delay in Mr Parkinson concluding the review is due to the time taken to examine the 1,100 submissions received on the issue.

British Airways is to merge its marketing and operations departments following Mr Peter Owen's decision to resign as director of operations after 20 years with the company.

Record loss of £441m posted by ECGD

By Stephen Fidler, Euromarkets Correspondent

BRITAIN'S state export insurance body, the Export Credits Guarantee Department, posted an unprecedented £441m trading loss in its last financial year, five times more than the previous year's shortfall.

The loss, disclosed by Treasury officials yesterday, was due to a sharp rise in provisions on its loans to developing countries.

This week, the Bank published a new matrix indicating bank provisions should rise from an average of about 30 per cent to 50 per cent of the exposure loans to problem Third World debtors.

The loss raises the cumulative deficit of the ECGD from £252m to £693m.

The ECGD has now made provisions of £3.2bn against its total portfolio of about £12bn. New provisions last year amounted to £770m, compared with £213m a year earlier.

The department was due to disclose the figures at a news conference next week, when it is likely to emphasise that the provisions have been made for the most part on loans made a long time ago and compare

with cumulative lending of some £220bn in support of UK exports over its 70-year history.

Of 15 important middle-income countries with debt problems, seven are not now being covered for medium and long-term lending, Mr Nigel Wicks, second permanent secretary at the Treasury-told the House of Commons Select Committee.

They are Argentina, Bolivia, Ivory Coast, Ecuador, Nigeria, Peru and Yugoslavia. An eighth, Brazil, has said it will delay payments to government creditors.

The ECGD's borrowings from the Treasury's consolidated fund rose in the year to about £1.7bn from about £1.3bn.

The conclusion of a series on British Aerospace examines its car and other diversifications

Honda's backroom role in fly-drive synergy

Kevin Done assesses the contribution of Rover and its partner



Rover's survival will depend on a new generation of products which includes the Land Rover Discovery

BAA acquired Rover largely debt-free after the Government had pumped in £547m. BAA also gained further financial concessions variously valued at up to £38m, plus tax concessions, the final value of which remains unclear.

Certainly BAA was pleased with the terms of the deal based on its own valuation of the assets. Its 1988 balance sheet revealed a capital reserve of £284m, an increase from £55m in 1987, the increase of £229m arising from acquisitions, chiefly the Rover Group.

Furthermore, it has since recouped a large part of the £150m acquisition price, which in any case it has still not paid and will not pay until the end of March 1990, a concession valued at £22m. It has sold off certain Rover stakes in non-core businesses, raising £126m from DAF and Iseti alone.

Smith insists that BAA was not buying Rover "for tax benefits or property; you don't build a business on tax, you build it on products and peo-

ple. The main thrust of our interest is product. We are buying the cars and the technology."

As a key condition in the purchase BAA took over responsibility for Rover's five-year corporate plan and the car maker's intention to invest £1.2bn in the business in the five years 1988-92. By the end of 1989 some £504m had been spent. Sir Graham Day, Rover Group chairman and BAA board member, says the issue at Rover is not its improving profits per se, but cash. "Can the business generate enough cash to make the investments to generate the profit?"

Rover profits last year were far better than BAA had expected when it began negotiating for the takeover in early 1988, but there is still a yawning gap between its financial performance and that of its bigger rivals. Most European volume car makers have been enjoying record profits in 1988 and 1989 buoyed up by very strong demand.

For BAA one of the most crucial attractions of the Rover deal was the

car maker's burgeoning relationship with Honda of Japan. "We would not have done this deal without Honda," says Smith. "We are linking with the most significant car manufacturing business in the world."

The hope is that the transfer of management techniques from Honda to Rover can also be extended to BAA itself.

Despite the hyperbole it is clear that Honda has played a vital role in enabling Rover to survive over the past decade, by providing it with resources to plug gaping holes in its product line-up. The relationship will be formalised shortly, when Honda takes a 20 per cent equity stake in the Rover car and Land Rover four-wheel-drive vehicle businesses. In return Rover will gain a 20 per cent stake in Honda's UK manufacturing operations.

George Simpson, Rover managing director and recently appointed to the BAA board, says that the Honda link gives Rover "a position in the global motor industry we could not command if we stood alone. It gives

access to up-to-date technology in both management and in products."

The latest product of the Honda collaboration, the new generation Rover 200/Honda Concerto was unveiled in Europe in late autumn last year. Honda project management techniques have played a key role in Rover's ability to launch the car at its Longbridge, Birmingham, assembly plant "with obvious in-built quality from day one that in the past BAA has had great problems in doing. We have adopted many Honda technologies in bringing this car to market," he says.

The new generation Rover 200/400 range, the associated K-Series engine, a revamped Metro small car to be launched in late spring, and the Land Rover Discovery introduced late last year together represent an unprecedented new product offensive for the Rover Group, which will largely determine its fortunes in the European market in the early years of the 1990s.

Lacking any stimulus from new products for most of 1989, Rover's car sales had continued to slump.

Sir Graham Day insists repeatedly that it is profitability and not market share that is Rover's main priority, but Simpson admits that "there is a volume in the UK below which one has to consider the distribution structure."

Rover has suffered enormous car sales problems too in the US, but Simpson insists that the company remains committed to the US car market. Rover can also point by contrast to the US success story of its Land Rover subsidiary, where sales of the Range Rover, the luxury four-wheel drive leisure/utility vehicle, jumped last year by 41 per cent. The company is also opening up new markets for the Range Rover in Japan and in Canada.

"To be successful we do have to sell 500-600,000 vehicles a year worldwide, but rather than increasing our UK market share we would see more of that number going into continental European markets," says Simpson.

Rather than sales volumes, Sir Graham Day prefers to point to the "significant" change in the group's sales profile which now includes a larger percentage of cars with greater added value. Rover's biggest car sales success last year was its 30-year-old Mini, however.

"In our current phase we still have some products competing head-on with those of volume producers. That is not, repeat not, part of our medium-term strategy," he said recently. "If our strategy proves correct, we will find that as Rover progressively changes, our product will also change and move into higher specified sectors of the market. That is the only route for us to take if we are to improve our profitability."

According to Sir Graham, the turnaround cycle at Rover will be 7-10 years starting from the autumn of 1988.

Previous articles in this series appeared on January 29 and 31.

Watch this space

Conglomerates have hardly been the most fashionable flavour of the past decade. Yet British Aerospace, with its interests in defence, satellites, civil aviation, cars, and property development, among others, appears to have assembled the requisite components to qualify for that description.

It is one to which John Holt, managing director of BAA Space Systems, objects. Conglomerates tend to be hunking, inflexible and without internal logic. He argues that the company, far from conforming to this stereotype, is proving that it is flexible enough to diversify away from military activities towards high growth, non-defence sectors, using its technology and expertise to create new applications.

As an example, Holt points to the decision by BAA to move into the field of Personal Communications Networks (PCNs). These will provide cheap mobile communications for the mass market, allowing customers to make and receive calls anywhere in the country. This entry into PCN will be a considerable gamble for a company with little experience of consumer electronics and telecommunications markets. The art of signing long-term arms contracts with a handful of governments is not the same as selling consumer gadgets on the high street.

The diversification into PCNs hinges on the company's experience in both satellites and space. The world's space industry is highly competitive at the moment, so BAA has done well to win a number of satellite contracts from NATO and Inmarsat, the international maritime satellite communications organisation.

The move into PCNs provides the company with an opportunity, it believes, to enter a market which should grow rapidly during the 1990s. BAA hopes to become a service provider in the UK and compete with British Telecom and Mercury Communications when the duopoly comes to an end, which is scheduled for December this year.

The company also expects to be able to exploit its PCN technology within the UK, in Eastern Europe, on the continent as the PTTs are deregulated, and in developing countries where there is demand for telecommunications but where the cost of laying wire between far-flung towns

remains prohibitive. "BAA Space Systems is a highly flexible division, looking ahead all the time," says Holt. "In some respects, that is because of the market in which we operate. Space is uncertain. We have to take a pragmatic approach, keeping all the options open, listening to the customer."

He argues that this attitude provided the vision for BAA Space Systems to realise the potential of PCNs. He believes they could change the way that people view telecommunications - not in terms of location-to-location, but of person-to-person.

However, in finding other sectors into which to diversify, BAA has been a little slower off the mark. Raymond Mould, deputy chairman and chief executive of Arlington Securities, the property development company bought by BAA last August, admits that BAA entered the commercial development market as it was entering a downturn. Nobody is suggesting that 1990 is going to be a particularly exciting year, he says.

He argues, nevertheless, that in other respects the company has been far-sighted. BAA recognised the value of its original landbank and that of the properties provided by the controversial purchases of Rover and Royal Ordnance. In total, the company owns 35,000 acres. Rather than selling sites to the highest bidder as have other companies, such as British Gas, BAA decided that by buying Arlington it could develop the sites on its own account. Arlington hopes to increase its turnover by £200m over the next two years, from around £70m in 1988.

To offset any over-dependence on the UK market, Arlington is being encouraged by BAA to participate in the group's internationalisation by exploring overseas markets. It is already developing a business park in Calais.

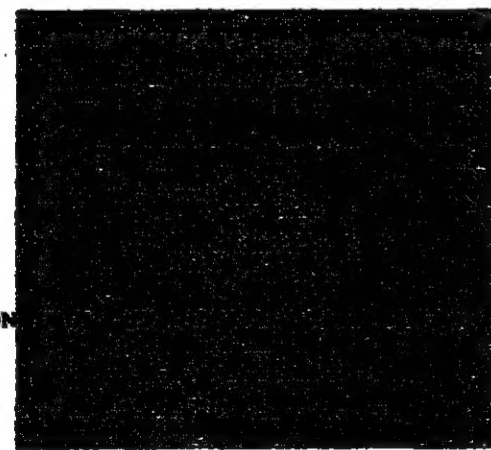
These telecommunications, space and property businesses are intended to provide BAA with a stream of revenue in the mid- to late-1990s when defence spending could begin to fall steeply. A slip up in the next couple of years would not have a severe impact on the company immediately but it could cast a shadow over its longer term prospects.

Paul Abrahams

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THE PROPERTY MARKET

Another kind of airport ground control

By Paul Cheeseright

Although Gordon Edington is an important figure in BAA's development, he is not the man to blame when things get rough at Terminal Four of Heathrow Airport or when the queues seem unending at Gatwick. BAA, once known as the British Airports Authority, has an estates division for that.

Mr Edington, rather, is the managing director of Lynton, bought by BAA in 1988 for £220m. And Lynton has a threefold role. First, to make efficient use of BAA's airport land which may already be partially developed. Second, to exploit surplus land at BAA's seven airports. Third, to run the Lynton business along lines established before the takeover; that is, property development off an investment base. It is a double-headed company: airport and non-airport property.

Now that the property industry is running into one of its gloomiest periods, the umbrella of a major corporation is an attractive shelter.

The operations which Lynton undertakes are not quite, but nearly, impervious to the cycles of the property industry; the aviation industry has its own momentum.

And, for Lynton's activities outside the airports, the parent company provides a comfortable backdrop. Lynton is one step removed from the capital markets. It obtains money for development through the BAA treasury. Given that BAA is seen as a top class borrower, and in any case has a modest gearing of around 30 per cent, Lynton gets relatively cheap money. Mr Edington estimated that borrowing is one percentage point cheaper than it would otherwise be.

But Lynton in its pre-takeover days was never a racy spender on sites. Its landbank now is the BAA

landbank. So it is not sitting on sites which simply drain away funds. "If values have dropped it has clearly been on sites," said Mr Edington.

This financial strength puts Lynton in the position where over the next two or three years it can make acquisitions from companies forced to sell. Meanwhile, it has not delayed any of its own projects - the largest of which are in central London, just outside Birmingham and New York - despite the changes in the market.

"At the moment we have per-

ceived a lack of confidence in the market place. There are a fair number of enquiries, but conversion of that into leases has dropped off," said Mr Edington.

But, as the chart shows, Lynton has an investment portfolio which produces a steady stream of rental income. Yet for BAA, in the longer run, income from the investment properties and from development and trading profits is probably less important than the effect Lynton can have on the BAA balance sheet.

In the latest annual figures for 1988-89, BAA as a whole had pre-tax

profits of £198m and Lynton pre-tax profits of £21m. The numbers will change, but Mr Edington expects the proportions to remain the same.

In March 1989, Lynton's asset base was £378.5m of investment properties which had been passed into its account by the parent - mainly hotels and land. To put this into perspective, BAA valued its airport assets at £1.6bn. In the current year, given the state of the market, the Lynton total is likely to increase only slightly. BAA this year is revaluing its operational assets like

	Total Returns (%)			
	Retail	Offices	Industrial	All property
Year to December 89	8.6	21.1	29.3	18.8
Quarter to December 89	-0.7	2.4	4.2	1.5
Month of December 89	-0.6	0.6	1.3	0.2

Source: Investment Property Database

terminals, runways and so on.

The combination of the BAA revaluation and the effect of the market on the Lynton portfolio means that the proportionate Lynton contribution to the BAA balance sheet in the immediate future is unclear. But over the longer term Lynton's activities both on and off airport lands should have an appreciable effect.

When Lynton moved in under the BAA wing, BAA transferred to it some £100m of land. This land was the basis of the original planning Lynton undertook on how best to exploit it. But that exercise revealed that BAA also had other land which could be more intensively managed - land, for example, which had

been ground leased to airlines needing support facilities but where only there was low density building.

At Heathrow Airport there is some 20 acres capable of immediate development and more later on, once sites have been unlocked; that is when Lynton has reached agreement with existing land users on the costs and benefits of putting holdings to a more intensive use.

At Gatwick Airport there is about 50 acres ready for use, suitable mainly for warehousing. In contrast to Heathrow where future developments are likely to be of general (B1) business space.

But Stansted, with 600 acres suitable for development and a new terminal ready for completion in March 1991, is the airport which offers Lynton the most obvious possibilities for development on a large scale. This will go ahead down two tracks. First, the provision of office buildings - and 100,000 square feet of accommodation is so far under construction. Second, the provision of warehousing and industrial space related to aviation uses.

Stansted is not quite a developer's dream, however. Lynton cannot allow imagination free rein. The planners of the Uttlesford District Council, into whose jurisdiction Stansted falls, are anxious that only air-related development should take place at the airport.

But Lynton's exclusive position is maintained because the authority

planners are equally anxious to resist any speculative property development outside the airport.

The four Scottish airports offer only limited possibilities. Opportunities for development are sparse at Aberdeen and Prestwick. They exist at Edinburgh for offices and warehouses, but only on a limited scale. Glasgow, given some expansion from an eventual opening to international traffic, is likely to want more back-up facilities. It is here that Lynton is likely to be most active. But there is no shortage of land at any of the Scottish airports.

Development on airport land is a delicate matter. BAA's main business, obviously, is to have its airports running smoothly; it has the Office of Fair Trading watching it does that without abusing its monopoly position.

From this it follows that the Lynton role in making more efficient use of airport land has to be subordinate to the general aim of BAA's main line of business.

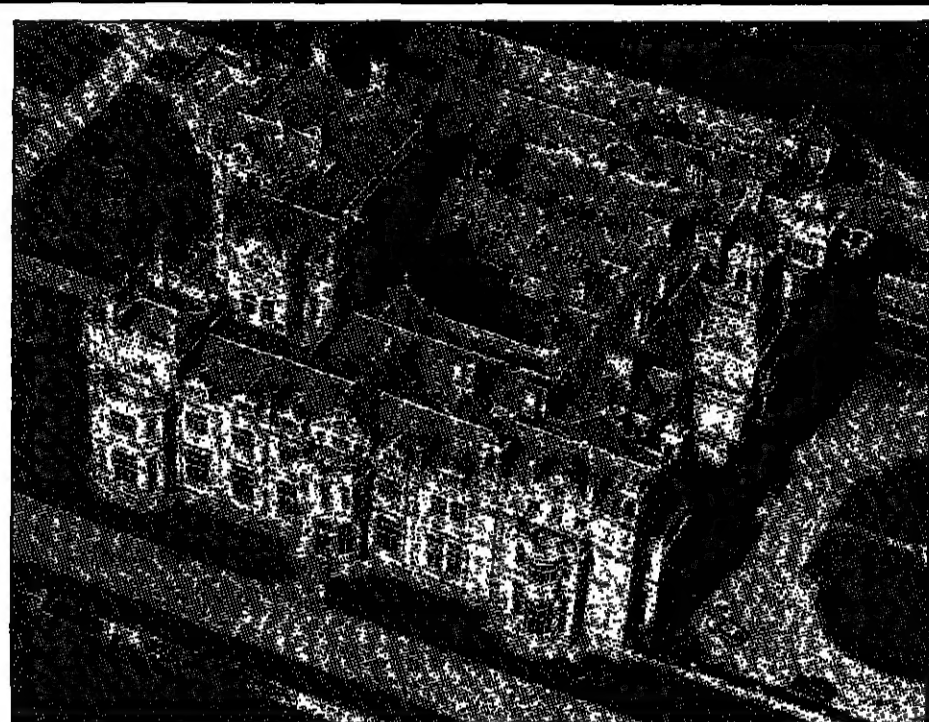
Thus, if a building is needed to bolster airport services - additional flight catering facilities, for example - then it will have to be built regardless of the developer's usual margin.

This is not to say that Lynton will not expect a return on buildings constructed for airport use. But it is to say that it is forced to approach its airport-related property business in a different way from its developments elsewhere.

Lynton, like most other developers looks for a margin of about 20 per cent on its non-airport activities. Such a figure tends to be reduced when there is the security of a pre-let, and in the case of airport-related projects this will often be the case, because building will take place in response to demand.

Lynton's investment portfolio

Total value £278.5m



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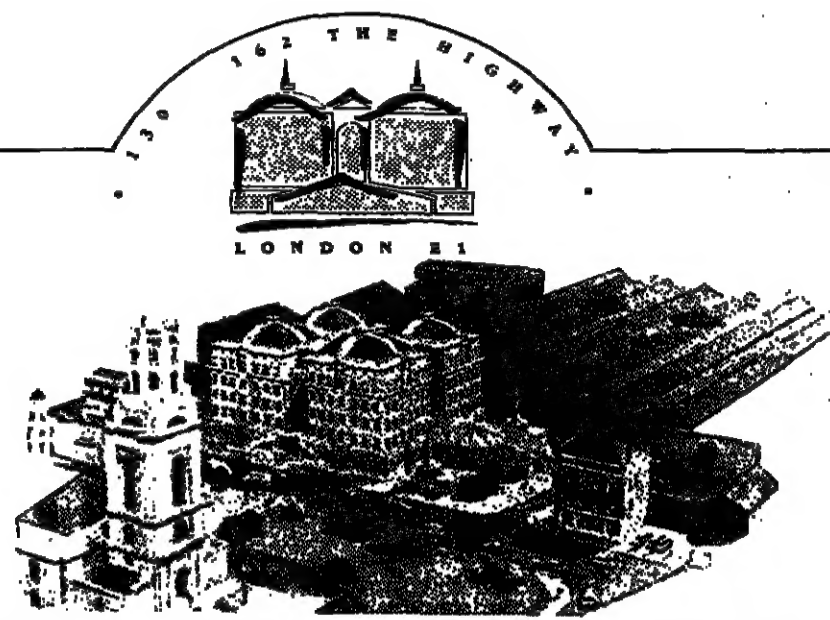
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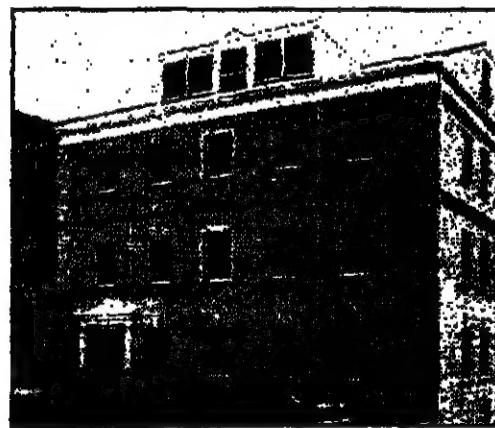
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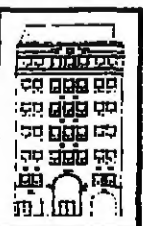
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FT LAW REPORTS

Drug licensee may prove safety in overdose

RE ORGANON
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Court of Appeal (Lord Justice
Mustill, Lord Justice Russell
and Lord Justice Stuart-
Smith) January 30 1990

THE HOLDER of a DHSS licence to sell a medicinal product who opposes its variation by the licensing authority, may produce evidence of its safety in overdose to support his assertion that it can "safely be administered" under UK law in that the degree of adverse effect is acceptable against benefit and the authority, because of government failure to incorporate EC directive requirements based on "normal use" into UK law, cannot reject the evidence on the ground that it is irrelevant under EC law.

The Court of Appeal so held when dismissing an appeal by the Department of Health and Social Security from a Divisional Court judgment quashing its decision to vary the provisions of product licences issued to Organon Laboratories Ltd.

LORD JUSTICE MUSTILL said that during 1976 the Department of Health and Social Security licensed Organon to sell and supply a proprietary anti-depression medicine named *Bolvidon* and its active ingredient, *mianserin*.

Sections 19, 20 and 28 of the Medicines Act 1968 required that the licensing authority should have regard to the safety of a product when deciding whether to grant, suspend, revoke or vary a licence.

Recently new data gave reason for concern about the association between *mianserin* therapy and haematological disorders, especially with regard to patients over 65. The Committee on Safety in Medicine concluded provisionally that the use of *mianserin* in that age group should be restricted.

The conclusion was notified to the company, which exercised its right to make representations to the committee and then to the Medicines Commission.

Various reasons were advanced as to why the provisional conclusion should not be affirmed. There was one to which the committee attached great weight and which it desired to support by evidence - namely that *mianserin* had low toxicity when taken in excessive quantities.

The committee and the commission took legal advice in advance of the oral hearings. The advice, which was based on section 28(3)(g) of the 1968 Act and EC directive 65/65 on Approximation of Medical Products, was to the effect that safety in overdose was not a relevant factor in assessing the safety or harmfulness of a drug. Accordingly both the committee and the commission excluded the evidence from the hearings.

Taking the advice of both tribunals the authority decided to vary the licence with effect from January 1 1989. On the company's application the Divisional Court held exclusion of the evidence was a misdirection, and quashed the decision. The licensing authority now appealed.

The company contended that by shutting out the evidence the two tribunals, and the licensing authority which adopted their advice, inappropriately narrowed their field of enquiry and unbalanced the exercise of the discretion to vary the licence. The authority maintained that the advice given to the tribunals and their conduct was right, and that the original decision should be restored.

By article 189 of the Treaty of Rome an EC directive "shall be binding as to the result to be achieved, upon each member state... but shall leave to the national authorities the choice of form and methods". Article 11 of Directive 65/65 provided that the competent authorities should suspend or revoke a medicinal product licence where the product proved to be "harmful in the normal conditions of use".

When the directive was promulgated the UK had not yet become a member of the EC and the 1968 Act had not been enacted. By the European Communities Act 1972 all obligations arising under the treaties were to be recognised and available in law.

There were at least four areas of potential conflict between the directive and the 1968 Act.

First, though both contemplated a risk/benefit analysis, they differed in that under the directive its outcome was conclusive whereas sections 19, 20 and 28 of the Act left scope for discretion. Second, whereas section 28 empowered the authority to suspend, revoke or vary a licence, article 11 contemplated only suspension or revocation. Third, the criteria which determined whether the licence should be suspended or revoked under article 11 were

the same as those for the initial grant (article 5), whereas under the Act the facts relevant to the existence and exercise of the discretion conferred by sections 19 and 20 on the one hand and section 28 on the other were not the same. Fourth, the references to safety were differently expressed in the directive and the Act.

The scheme of the two enactments was not the same. It therefore seemed plain that the UK was in breach of its treaty obligation to harmonise the law on medicinal product licences on the lines of directive 65/65.

For the licensing authority it was said that irrespective of UK legislation, it was bound to honour the treaty obligation imposed on the state by the directive.

For the company it was disputed that the state could rely on the directive as against individuals or corporations where it had failed in its duty to carry it into local law. It was asserted that the company was entitled to the best of both worlds. If the relevant UK legislation best suited its case it need look no further. But if the directive yielded a more favourable result, it might rely on that instead of the Act, although the state might not do so, being in breach of its EC obligations.

The company was content to found upon the Act.

There were two distinct strands of authority enabling directives, though not directly enforceable if unacted, to be given a measure of effect by the English court.

The first required the court to construe UK legislation so far as possible to accord with any directive on which it was based (see *Garland (1983) 2 AC 751*). The parties agreed that principle did not apply in the present case.

The second precluded the state from relying as against an individual on a directive which it should have but had not put into legislative effect (see *Becker (1982) ER 53 and Marshall (1988) 1 QB 400*).

The cases showed plainly that the principle was not one of direction only. It inhibited the state, but gave no rights against the individual. The doctrine plainly hinged on the fact that the state was, in the Community sense, a wrongdoer. The reasoning could not be turned the other way round, for the individual was not in default.

Both the theoretical underpinnings of the principle and the decisions of the European Court made it clear that an un-enacted directive did not impose on the right of the individual to rely on domestic legislation if that suited his purpose.

Section 28(3)(g) of the Act provided that the authority could vary the provisions of a licence where the medicine could no longer "safely be administered for the purposes indicated in the licence".

The first question was what was "the purposes indicated in the licence". The obvious places to look for an answer was in the licences themselves. There was no reference to purpose. Instead there was a marginal reference to "use", against which was written "symptoms of depressive illness". Presumably that meant the indications for use was the relief or alleviation of symptoms of depressive illness.

Accordingly, one must ask what test was to be applied when deciding whether *mianserin* could "safely be administered" for the purpose of alleviating symptoms of depression.

There was no absolute standard of safety. Very few drugs were entirely free from risk of side effects in some patients. The question must always be whether the degree of risk was sufficient, upon each member state... but that could not be addressed without an appreciation of the benefits to be gained from taking a risk of that degree. Safety did not involve an immutable standard.

"Appreciation" must also be read in context. Administering the drug for the purposes of alleviating the symptoms of depression could not be stretched to include taking of the drug for suicide purposes.

If the evidence in question had been admitted the decision would not inevitably have been the same. Accordingly, in agreement with the Divisional Court, it was held that the tribunals and the authority misdirected themselves as to the nature of the exercise demanded of them by the Act. The appeal was dismissed.

Lord Justice Russell and Lord Justice Stuart-Smith agreed.

For the authority: Richard McManus (Treasury Solicitor, DHSS)

For the company: Ronald Walker QC and Alexander Hill-Smith (Walkers & Morse)

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Paris

The Louvre: The landscape in the 18th century – the exhibition of some 150 drawings by Rubens, Bruegel, Poussin, Rembrandt and others retraces the development of two different conceptions of landscape representation with the scientific treatment of perspective favoured in Italy and the more atmospheric one prevalent in the northern countries. Pavillon de Flore. Closed Tues, ends April 23 (40205151).

Musée d'Art Moderne de la Ville de Paris: Kupka (1871-1957) or The Invention of Abstraction – The subtitle of the vast retrospective sums up the progress of the Czech-born artist from Vienna-inspired symbolism to non-figurative canvases where glorious colours acquire a life of their own. 11 Avenue President Wilson, closed Mon, ends Feb 25 (47285127).

Musée Carnavalet: Paris in daguerotypes celebrates the 150th anniversary of the birth of photography with an exhibition of some 180 old daguerotypes completed by 30 modern ones. 31, rue des Francs-Bourgeois, closed Mon, ends Feb 28. Institut du Monde Arabe, Egypt. An exhibition of 25 objects, including the most recent finds, starts with statues and bas-reliefs dating from the middle-empire, continues with a golden crown of a high priest of Osiris with some elements

of Roman art and Coptic icons and concludes with Islamic exhibits. 1, rue des Fossés-Saint-Bernard (closed Mon). Ends March 18 (40313288).

The Louvre and the Chateau de Versailles: David – A retrospective consisting of 94 paintings and 180 drawings is held simultaneously in the Louvre and in the Chateau de Versailles. It retraces the artistic development of the founder of neo-classicism who, cutting free from rococo's frivolities, preaches the Roman republic's rigorous virtues in *The Oath of the Horatii* and in *The Lictors returning to Brutus* the bodies of his sons. Louvre closed Tues, Chateau de Versailles closed Mon, both exhibitions end Feb 12.

Brussels: Galerie 107 Brachot, 62a Avenue Louise, works of Joseph Buys – Closed Monday, ends Feb 17.

Musées Royaux des Beaux-Arts – Seventeenth century flower paintings; a selection from the museum's collection of Flemish and Dutch masters. Closed Monday, ends Feb 17.

Archives Générales du Royaume, Grand Sablon, commemorates the 250th anniversary of the Austrian Empire and the subsequent power struggle between France and Austria for control of Belgium. Daily, closed Sunday, ends 31 March.

Rome

Villa Medici and Palazzo degli Uffizi: A homage to André Masson – 350 works by the French surrealist painter spread inconveniently over two sites, connected by a half-hour bus. Galleria Nazionale d'Arte Moderna, Jean Dubuffet. Immensely enjoyable exhibition which includes drawings, paintings and sculpture from the Twenties up to the last works of the early Eighties, with salient and illuminating quotations from Dubuffet's writings. Ends Feb 25.

Milan

Castello Sforzesco: Henry Moore retrospective, 49 sculptures covering the years 1935-1983, the larger of which are seen to excellent effect in the courtyard of the 18th century castle, while the smaller bronzes, preparatory studies and drawings are shown inside, in the beautifully lit Sala Visconti. Ends March 25.

Palazzo Reale: Fernand Léger retrospective includes over 150 works – paintings, watercolours as well as book illustrations. Ends Feb 18.

Madrid

Centro de Arte Reina Sofia: Antonio Saura, 70 works by the Spanish artist painted between 1966 and 1988. The exhibition focuses on four themes: Ladies, Crucifixions, Goya's dogs and Multitudes. Ends March 19.

Palacio de Velazquez: Art in Latin America. The exhibition

analyses the sources and development of art in Central and South America, from the wars of independence through to the present day. Ends March 4.

Fundación Juan March: Ian Woodner collection of works by Odilon Redon consisting of some 100 works in various media, illustrating the different aspects of the French symbolist painter's work. Ends April 1.

Museo del Prado: Following the highly successful Velazquez exhibition at the Metropolitan, the Prado is now host to the largest show to date of works by the great 17th century artist. Fifty of the 80 paintings at the exhibition belong to the Prado, the rest have been borrowed from various collections around the world and in some cases are being shown in Spain for the first time. Ends March 15.

Barcelona

Palau de la Virreina: Meret Oppenheim (1902-1985) Retrospective exhibition. Some 130 works by the German surrealist artist including paintings, sculptures, drawings, objects, collages. Ends March 25.

Frankfurt

Schirn Kunsthalle, Am Römerberg 6: The Surrealists. Around 600 paintings, drawings, photos and objects are on display with works by Masson, Tanguy, Man Ray, Tanning and Ernst. Until Feb 18.

Bremen

Kunsthalle, an wall 207: Gottfried Graubner: Painting on paper, 130 watercolours, gouaches and pictures with a mixture of technique by the 88-year-old artist are exhibited until Feb 18.

Hamburg

Kunsthalle Glockengießerwall: Jan Hamilton Finlay with works from the French Revolution. Ten of the Scottish painter's projects including reliefs and 40 graphic works are on show until Feb 25.

Hannover

Spiegel Museum, Kurt-Schwitters-Platz: Der blaue Reiter (The Blue Horse). This museum is displaying around 61 pieces from its own collections as well as some additional paintings on loan from East Germany and by other artists who belonged to the same Munich-based group. Works by Wassily Kandinsky, Franz Marc, August Macke, Alexej von Jawlensky, Gabriele Münter and Marianne von Werfelin can be seen until Feb 11.

Kestner-Gesellschaft, Wurmstrasse 18: A retrospective of the Spanish painter Joan Miró (1893-1983), with around 120 works on loan from Spain. Ends Feb 19.

Cologne

Museum Ludwig, Bischofsgartenstrasse 1: The most comprehensive retrospective on Andy Warhol, who died in 1987, with around 160 pieces from New York. They can be seen only in Cologne until Feb 11. The retrospective includes works from the 1940s and 1950s as well as his famous portraits of Elvis Presley, Marilyn Monroe, Warren Beatty, and paintings based on advertisements.

Munich: Städtische Galerie im Lenbachhaus. The most complete retrospective of the expressionist painter Karl Schmidt-Rottluff to date with almost 370 works from 70 private and public collections. After the Kirchner and Heckel exhibitions, this is the third significant project from one of the founding members of the Brücke group. Schmidt-Rottluff, who died in Berlin in 1976, was strongly attacked during the Nazi years.

Vienna: The Kunsterhaus is host to Mercury and the Muses, a vast collection of artifacts, documents and objects from Leipzig, on display for the first time. The collection, ranging over four millennia, contains treasures from Ancient Egypt, Greece and Rome. The exhibition also contains European painting from the middle ages to the 18th century, including works by Caspar David Friedrich. Ends Feb 18.

New York: Pierpont Morgan Library. The library's superb collection on Gilbert and Sullivan, including autograph scores and libretti, letters and memorabilia, is the centrepiece of this exhibit, the most comprehensive ever mounted on the Victorian opera artists masters with more than 400 items on view. Ends Feb 18.

New York Public Library: More than 125 documents of the Abolitionist Movement, including photographs, letters and rare books, display the spirit and drive of the long effort to free the slaves. Ends Sept 18.

Washington: National Gallery. Highlighting this decade's renewed interest in printmaking in America, the 100 prints comprise a special exhibit borrowed from the collection of Joshua P. Smith, among them works from major contemporary artists including Jasper Johns, Richard Diebenkorn and Alex Katz. Ends April 8.

Tokyo: Sezon Museum of Art, Ikebukuro. Andrew Wyeth: Helga. A selection from the many paintings and sketches Wyeth made of his favourite model over a 15 year period and not revealed to the world until 1986. A secret obsession or commercial ruse? Tobacco and Salt Museum, Shibuya. The Way to Narita. Not Tokyo's international airport, but the nearby Shinjiko Temple, a major destination for pilgrims

OPERA AND BALLET

London

Royal Opera, Covent Garden. The long-awaited new production of Borodin's *Prince Igor* by Andrei Serban is a collaboration of the Royal Opera and Ballet, conducted by Bernard Haitink, and features a splendid cast of Eastern European principals: Sergey Leiferkus in the title role, Anna Tomova-Sintova, Elena Zarembo, Alexey Steblyanko, Nicola Ghiuselev, and Paola Burdakov.

The Royal Ballet at Covent Garden performs its clutched *Swan Lake* on Fri, Sat and Tues. English National Opera, Coliseum. David Pountney's curious *Traviata* production (this is the one with the cornfield on stage in Act 1) returns with Helen Field in the title role, and Alan Opie and Edmund Bertram as the Germonts. The company undertakes a Berlin city, *Bohème* and *Donizetti*. His late, ravishingly beautiful version of *Much Ado About Nothing*, produced by Tim Albery, conducted by Mark Elder, and with Ann Murray, Philip Langridge in the title roles. Further performances of *Faust*, in Ian Judge's deft, engaging, extremely successful production (using the original spoken dialogue).

Paris: Théâtre des Champs Elysées. European 18th century baroque opera conducted by René Clemencic. *Testosterone Argonnette* (1780) a two-act opera from Portugal in the Gulbenkian Foundation Production (Mon). *Daphne in Leuven* (1714) a two-act opera from Austria in concert version (Thurs). *L'Olympiade* (1734) a three-act opera from Italy in concert version (Sat). (47203637).

Paris

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Antwerp

Koninklijke Vlaamse Opera. The Royal Flanders Opera in Haydn's *L'infantina Decca*. Sigwald Krullinger conducts La Petite Bande Orchestra, staged by Philippe Lemaire.

Vienna

Staatsoper. Jenseits by L. Janacek. *La Traviata* by Verdi. *La Nona*

Munich

Herlich Schiff (cello) and Paul Gude (piano). Bach, Klumeyer and Beethoven. (Sat) Herlich Schiff and Ursula Holliger with the Württemberg Chamber Orchestra under Joerg Faerber play works by Bach, Beethoven, Handel and Liszt. (Sun). Philharmonie im Gasteig.

Berlin

Berlin Philharmonic Orchestra under James Levine plays works by Smetana (Sat, Sun); conducted by Zubin Mehta and Miodori (violin) with a Richard Strauss programme (Thurs). Philharmonie.

Amsterdam

Royal Concertgebouw Orchestra under Riccardo Chailly, with Leo van Doeselaar (organ), Stravinsky, Hindemith, Dvorak (Fri, Sun matinee). Concertgebouw (718 945).

Brussels

Royal Flanders Philharmonic Orchestra conducted by Gunter Neuhaus with Cedric Oris (piano). Beethoven, Laporte and Schumann. Palais des Beaux-Arts (Sun).

London

London Symphony Orchestra conducted by Michael Tilson Thomas plays Berlioz, Ives and Mozart (Thurs). Palais des Beaux-Arts.

Frankfurt

Frankfurt's Radio Orchestra conducted by Gerhard Schwarz with pianist Christian Zacharias. Aaron Copland, Beethoven, Webern and Mendelssohn (Wed Thurs). Alte Oper.

Amsterdam

Nederlands Dans Theater in Jiri Kylian's Tante Saut to music by Maurice Kagel (Fri). A new production of Mozart's *Così fan tutte* from the Netherlands Opera, directed by Jürgen Fimm, with the Royal Concertgebouw Orchestra conducted by Nikolaus Harnoncourt. Charles Mackerras (Florence), Laurence Dale (Ferrando), Gilles Cachemille (Guglielmo) and Rita Vermeulen (Donna Elvira). Wed). Musiktheater (258 455).

Gran Teatro del Liceu, Elzbyn by Richard Strauss, produced by the Royal Théâtre de la Monnaie and Opéra National Bruxelles, with Eva Marton in the title role and conducted by Uwe Münd (318 22 77).

Brussels

Forest National. The Bolshoi Ballet and Orchestra conducted by Yury Gheorgorovich with Natalia Bessmertnova and Irak Makhamedov. Palais des Beaux-Arts. Dancers from the Bolshoi and La Scala di Milan perform Tchaikovsky's *Nutcracker* suite. Cirque Royal. Die Wiener Operntruppe staged by Zdenko von Kodak and conducted by Theo Mohrner.

Cologne

Opera. Die Fledermaus is a well done repertoire performance with Josef Prokhor, Alfred Kuhn, Gabriele Fontana.

Bonn

Opera. The successful Yvonne Vanzo's *Spartacus* ballet, staged for the last time this season.

Frankfurt

Opera. Der Zigeunerbaron features Adalbert Walker, Carlos

di Figue by Mozart. Ballet: *Verklärte Nacht* by Schoenberg, Wiesenthal by Albin Berg. *Les Noces* by Stravinsky. Volksoper. *Die Elfenbeinbarone* by Johann Strauss. *Riss me Kats* by Cole Porter. *Così fan tutte* by Mozart. *Mignon* by A. Thomas. *Hoffmanns Erzählungen* by Offenbach. *Die Zirkusprinzessin* by Emmerich Kallman. *Die Lustige Witwe* by Lehár.

Berlin

Opera. La traviata returns with Julia Varady, Marcia Bellamy, Fernando de la Mora and George Fortuna. *Fidelio* in Jean-Pierre Ponnelle's wonderful production with Janis Martin, Barbara Vogel, Gerd Feldhoff and Spas Wenkoff. *Der Troubadour* features Sharon Sweet, Ruth Hesse and Cornelia Murgu. *Der Nussknacker* has Rudolf Nureyev choreography.

Hamburg

Opera. Der fliegende Holländer is sung by Simon Estes, brilliant in the title role. *Othello* has a strong cast led by Vladimir Atlantow, Sharon Sweet, Franz Grundheber and Felicia Kruse. *Idomeneo* under the superb musical direction of Gerd Albrecht with Josef Protschka, Robert Albers, Joana Kozłowska, Kurt Stral and Ning Liang.

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Krause, Barbara Fuchs, Sonja Carvena and Elise Coelho. *Paradise* is jointly choreographed by William Forsythe, Susan Marshall and Amanda Miller, danced to music by Bill Frisell, Beethoven and Garvin Bryan. *Idomeneo* on *Touride* by Glück is produced by Patrice Chaurier and Moshe Lelzer, with Helena Dose, Keith Lewis, Françoise Le Roux and Gregory Yurish. William Forsythe's ballet *Artur* rounds off the week.

Munich

Opera. This week's highlight is *Fidelio* starring Wolfgang Behrens, Theo Adam and Rene Kollo, conducted by Hans-Martin Schmidt. Further performances of *Die Fledermaus* in Otto Schenk's traditional production. Two ballet evenings: *La Sylphide* choreographed by Auguste Bourville and *Ocean* by John Cranko.

New York

Metropolitan Opera. The seasonal premiere of *Il Trovatore* features Metropolitan debut of Susan Dunn as Leonora. Lajos Miller as Corni di Luna and conductor Ricio Sacconi; the cast also includes Dolores Zedek as Azucena and Erasmo Mauro as Manrico. Harold Prince's production of *Faust*, conducted by Charles Dutoit, continues. Lincoln Center Opera House (385 8900).

Les Ballets Trockadero de Monte Carlo. The first New York performances in seven years of the famous troupe of male dancers include the world premiere of *Black Swan* in the three mixed programmes. City Center, 83th St. E. of 7th Av (266 0160).

New York City Ballet. The mixed repertoire continues with performances of Donizetti's *Variations*, *Coppelia* and *La Source*. New York State Theatre, Lincoln Center (878 8570).

Gerhard Oppitz (piano). Brahms programme (Thurs). Auditorio Nacional de musica (387 01 00).

Vienna

Lindsay String Quartet. Mozart, Britten, Smetana (Fri, Thurs). Musikverein.

Elena Bashkurova piano recital by Schumann (Mon), Konstantin.

Wiener Symphoniker, conducted by Hans Graf, Schubert, Ruben, Mendelssohn (Wed), Musikverein.

Daniel Barenboim piano recital. Beethoven's *Goldberg Variations* (Wed). Konzerthaus.

New York

Orchestra of St. Luke's conducted by John Eliot Gardiner. Stravinsky, Bartok (Tue). Carnegie Hall (247 7800).

New York Philharmonic. Erich Leinsdorf conducting, Philip Myers (horn). Strauss-Cuprin, Haydn, Mozart (Tue). Avery Fisher Hall (874 8770).

Washington

Chamber Music Society of Lincoln Center. Albinoni, Purcell, Mozart, Zelenka, Bach (Wed). Kennedy Center Concert Hall (467 4600).

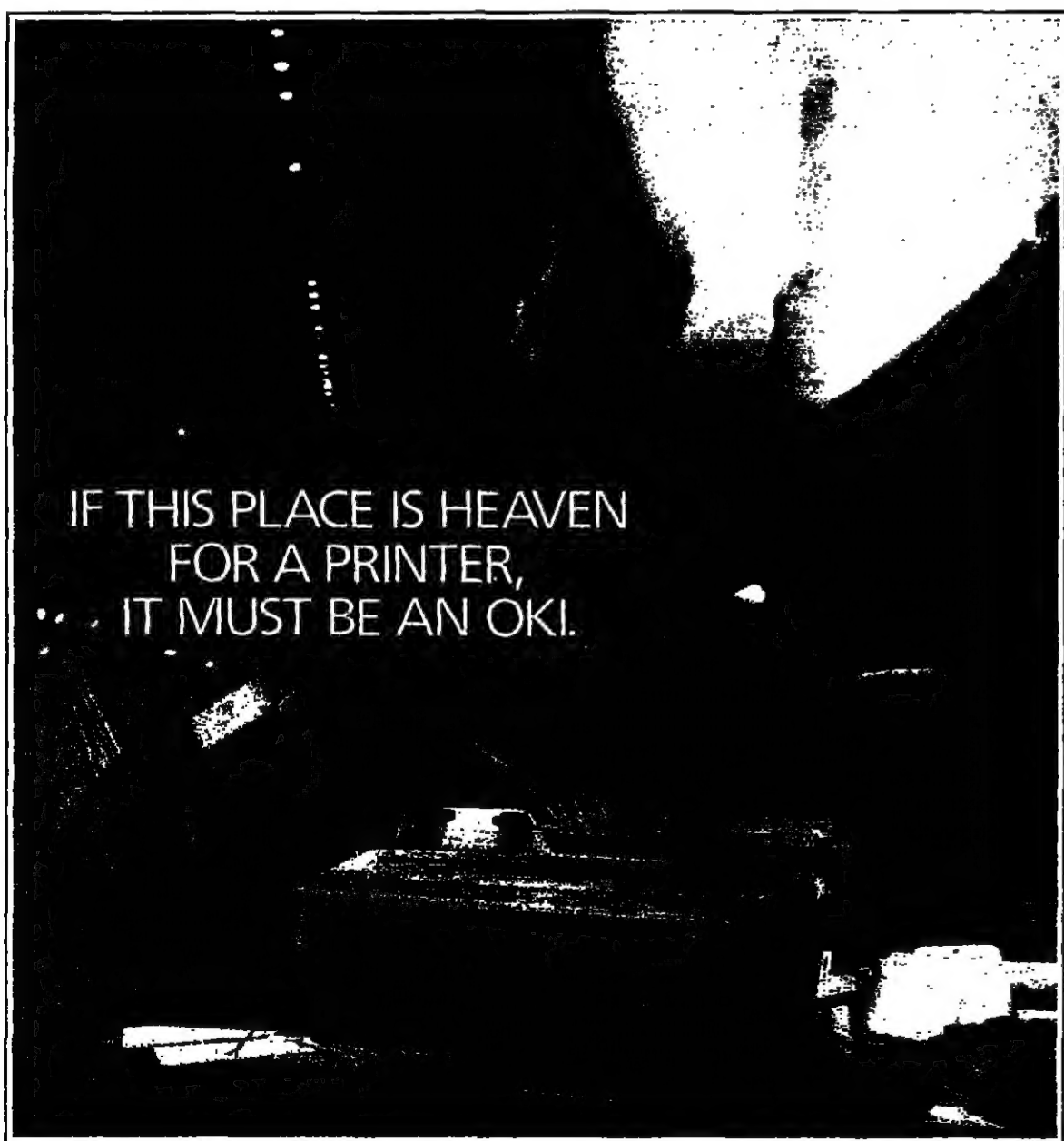
Chicago

Chicago Symphony Orchestra. Claudio Abbado conducting Viktor Mulyova (violin). Shostakovich, Tchaikovsky (Thurs). Orchestra Hall (435 8888).

Tokyo

Austrian Radio Symphony Orchestra, conducted by Manfred Honeck. Mozart, J. Strauss. Suntory Hall (Mon). (385 1661).

Michail Bortostovich (cello) with the National Symphony Orchestra, conducted by Steven Arbelitt. Dvorak, Prokofiev, Sukkuma, Orchard Hall (Wed). (289 9999).



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ARTS

The Naked

HAYMARKET STUDIO, LEICESTER

The first theatrical coup comes within a few seconds. Fenella Fielding enters as a nosy landlady, sees someone else there, and retreats inconspicuously. Simon Usher's masterly direction makes the spectacle seem almost natural, but thereafter fights a losing battle against Miss Fielding's natural inclination to seize the reins and gallop away with even those scenes in which she should be a bystander.

Miss Fielding rushing on with the news that "they've knocked down a poor old man - squashed 'im flat" in the intonation of the late Irene Handl and the eye make-up of Theda Bara is more hypnotic than Pirandello's prismatic probing of personality, even in this well-cast revival of the comparatively rare *Vestire gli Ignudi*.

Speeding (90 minutes, no interval) through the three acts of this facet-turning, kaleidoscopically shifting examination of a sordid suicide attempt, certainly leaves no time for the agonisingly wordy and cumbersome setting-up that crippled the National's recent *Man, Beast and Virtue*; but it leads to a final verbal whirling dervish of characters gable through their own "truth" versions of what happened, sometimes completing one another's statements, confusingly throwing in the pronoun "she" without clarifying whether this refers to the unhappy girl or her employer's dejected wife.

A deliberate blur to smudge even further Pirandello's superimposition of different truths, or appearances of truth, perhaps; but it does leave the audience breathlessly feeling it may have missed something. The wait-like

Erallia, out of hospital after swallowing poison, is sheltered by the writer, Nofa, who excitedly fills in her history with the creative artist's intuition.

The press went to town on the girl's sacking from her post as a diplomat's nanny after a fatal accident to her infant charge. The girl was mistreated, bullied, perhaps even framed by the mistress of the house; and seduced by a young man who abandoned her for a well-connected fiancée.

Naturally, the others involved give their own sometimes contradictory version of events. The girl was having an affair with the master of the house; they were found in bed at the time of the child's accident; it was all made up by the wife.

To the fairly conventional idea of an event changing according to whoever is viewing it, Pirandello adds the element of individual choice. The decision of how to present yourself or your circumstances automatically throws other people out of kilter; gear-changes, new slants, adjustments are made, sometimes frantically, to accommodate each new vision of the truth. Responsibility and guilt are shoved around the company as in a game of "Pass the parcel."

The play was notably done in England in the early 1960s when the glamorous leading actress, with an irreproachably Pirandellian suffering of fact and illusion, offered a much-publicised off-stage depression. The home team of Leicester Haymarket's studio theatre gives us Valerie Gogan, beautiful, enigmatic, both vulnerable and knowing according to the shifting sands of the play's perceptions.

Martin Hoyle

Abandon safe good taste and back a craftsman

British crafts are not synonymous with hairiness, wholemeal and macramé, says Susan Moore

Contemporary British crafts are respected and admired around the world. Who are its patrons? Americans, Europeans, Japanese. Perhaps 70 per cent of the best work produced in this country ends up overseas. As for audiences for crafts events here, they are hard to come by. A four-month Crafts Council exhibition such as *avant-garde German jewelry*, will attract around 10,000 visitors - though knitters, quilters and the like fare far better. A six-week seminar on collecting crafts planned by the Contemporary Art Society was abandoned last autumn because of lack of response.

Why are the British so indifferent? Is it explained by visual illiteracy, or a propensity to look backwards? Or is it simply the kind of lack of imagination that induces us to replicate unthinkingly the Regency dining room and George I draw room that are safe Good Taste? There may be a problem of association. Perhaps the crafts will forever be synonymous with hairiness and wholemeal, wobbly pots and macramé.

Moreover, there is no substantial intellectual or industrial backing for the crafts. Why, for instance, has no art historian talked about Hans Coper in relation to Brancusi? Certainly a year's column inches devoted to criticism of the crafts in the national press would not paper-maché a balloon. Industry does not appear interested in the young British talent. If Rod Arad, say, were in Turin, he would be designing cutlery or motor cars. In France, André Debruij, whose ideas come from working in England, has been asked to design for Daum

glass. So keen is Japan's interest in British design that telegrams flew across the world as a result of Christie's latest catalogue, one of which virtually read: who is Sir Edwin Lutyns? will he design a café?

The trade, at least, has responded to the potential. Sotheby's launched the first auction at the beginning of the 1980s - it was not a success. In 1982, Christie's began offering specialist sales of contemporary ceramics, a field which has been developed very successfully (thanks to American bidding at the top end of the market). In 1985, the firm attempted to lure the collectors of Morris, Voysey, Knorr and Liberty into the field of contemporary glass and, in 1988, furniture. What happened?

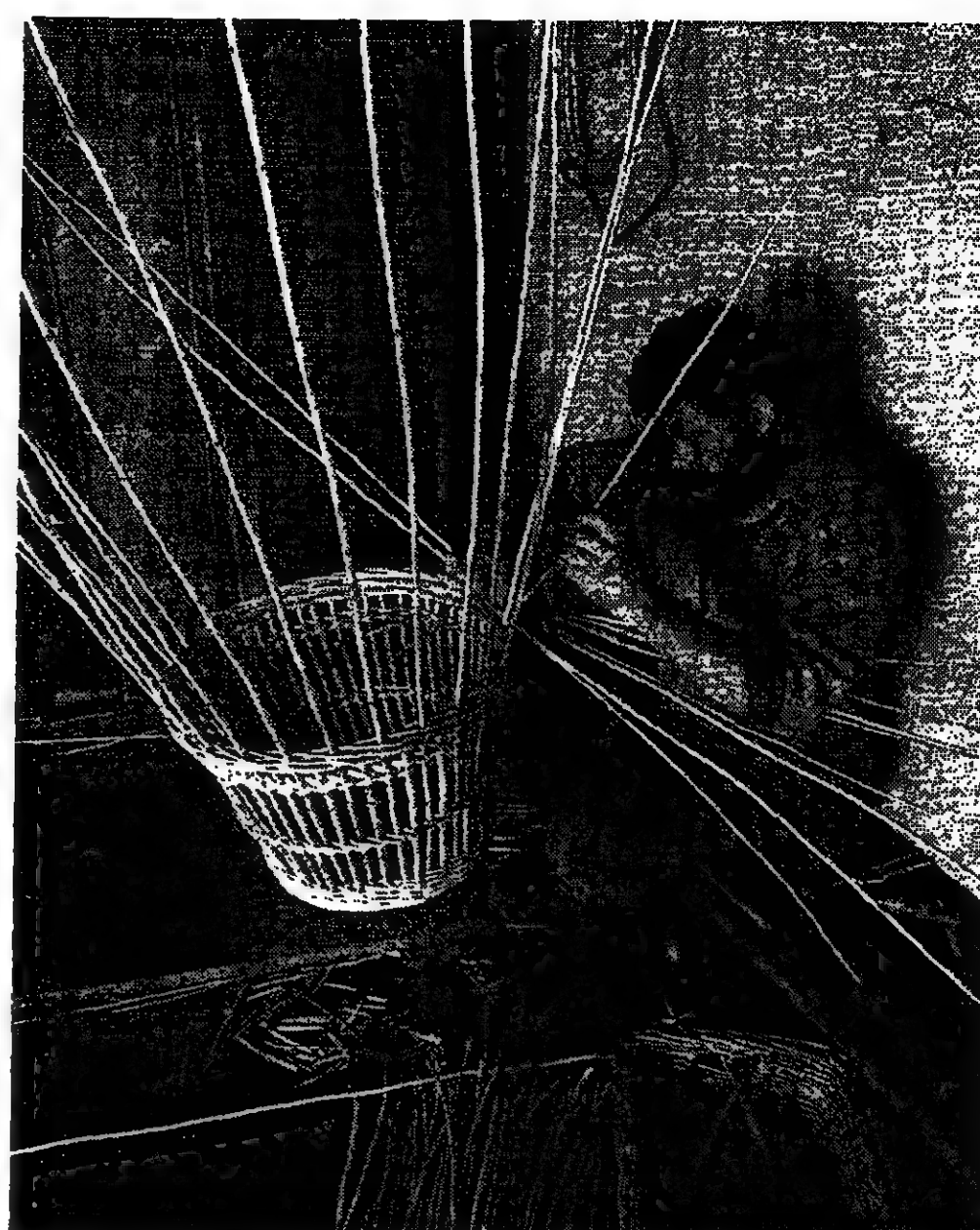
British collectors carried on supporting the early 20th century, and overseas clients took off the modern design. But, Paul Greenhalgh of Christie's assures me, the tide is turning.

Enormous effort has been expended on attracting a new audience - and a richer one (few bidders are happy to experiment with over £5,000). Both major auction houses prefer to term these objects as contemporary decorative arts, the antiques of tomorrow (the specialist dealers who have sprung up are less squeamish). Anyway, saying one's son is a furniture maker is now unlikely to send shock waves around a cocktail party thanks to David Linley. At Saturday's private view for Christie's much-publicised auction of modern and contemporary decorative arts on Wednesday, the firm gamely provided champagne and Pop videos, and a gathering of young people who presumably had never passed through its portals before.

Perceptions may be changed again by *Six Crafts on Four* - a series for Channel 4 due to go on the air from March 13. As its title, "Not Pots," suggests, there is not one wobbly pot in sight. Nick Gifford's imaginative photography avoids visual cliché, and the craftsman is allowed his or her own voice. Each episode presents one craft and two makers with very different approaches. "The Basketmakers - Beyond Therapy" contrasts David Drew and Lois Walpole. Drew, who is the embodiment of the Arts and Crafts ethic, grows his own willow and makes traditional baskets in an idyllic rustic Somerset cottage that looks as though it were a set for *Interiors*. Lois Walpole, working in urban East London, trained as a sculptor and approaches baskets like a tapestry weaver. Her exuberant, kaleidoscopic wares incorporate anything from dyed cane to telephone wires, straw cut from water bottles or from corrugated cardboard. Monster Munchies boxes (Valerie Singleton was never this inspired).

An accompanying exhibition (at the Crafts Council Gallery in London until March 25) will tour the country during transmission. If this combination of force does not convince us of the liveliness, diversity and quality of contemporary crafts, nothing will. Apart from the somewhat apologetic captions - "knitting may sound very predictable" - "blacksmithing may not sound as though it could have a place in the 1990s" - the show is inspirational.

The 1980s saw a flowering of creativity in the crafts, greater experimentation and, in England, a marked eccentricity. (There is nothing slick



David Drew, whose work is exhibited in the Crafts Council touring exhibition

about the majority of places being made.) We find survival (the Misses Garrick knitting Fair Isle) and revival. Most conspicuous is the rebirth of the artist-blacksmith, and yet Jim Horrobin (in focus on Channel 4), the son of generations of village blacksmiths,

shows that survival of a traditional craft is only by way of revival. Architects and designers have rediscovered the aesthetic virtues of metalwork; one of Horrobin's recent commissions was to design and make fittings for the Yama-moto Shop in Sloane Street.

Crafts as a philosophy for a way of life may be disappearing. Instead, makers seem to have found a new niche in the design and image-conscious late 1980s. When will the British notice?

The Next Best Thing

NUFFIELD THEATRE, SOUTHAMPTON

There are three characters in Graham Alborough's *Edie* comedy, and in the last half of the evening one of them seldom talks except to himself. He is, as it happens, the winner in the two-men-and-a-girl contest, but only because the author makes it so.

The winner is Steve, a sign-writer. His antagonist is Eddie, a freelance reporter, and the prize will be Elaine. Elaine is already married to Steve to start with, but she has an unsatisfactory affair with Eddie some years earlier.

The trouble now is that Steve never talks to her, whereas Eddie never stops. As Elaine has just had a very interesting experience - she drove a van into a pylon and electrocuted 354 pigs - you can see that she is likely to be happier with Eddie, and she spends a night with him.

Steve, left alone in his studio, talks to himself, and his refrigerator makes social conversation to him, no one explains why. He finds Eddie's address in his studio and goes to see if Elaine is there.

He is about to ring the doorbell when Elaine, after a long speech about following chance notions, decides to live on her own and meets him at the door. And goes back to live with him.

There is not enough wit or philosophy in Alborough's writing to enliven this little tale. Eddie's talk is fluent enough to excite Elaine, who bursts out: "We're saying things we're talking!" as if she were playing in *Roots*, but does not seem to care that neither he nor she is saying anything interesting.

Penny Bunton does what she can with Elaine, and raised an occasional smile. Neil Dudgeon as Eddie has a lot to say about pulp journalism, and Robert Bathurst's Steve has a good deal to say about hand-lettering, but neither is a really interesting character.

Robin Don has provided an interesting set on a free-floating stage. Patrick Sandford is the director.

B.A. Young

Kreutzer Quartet

PURCELL ROOM

At her death almost four years ago, the composer Piatux Rainer bequeathed a fund for composition prizes, and for recitals by young artists "to include 20th century or contemporary music (including from time to time my own)."

For the second year the Park Lane Group has organised these Memorial Concerts. On Wednesday, the excellent young Kreutzer Quartet duly offered a 20th-century programme, which ran from Sibelius and Bartók via Rainer to Hugh Wood and the 20-year-old Martin Butler.

A rich menu in its own right, it also served to display the

Kreutzer's notable range. They were keen and well-studied in Bartók's Third Quartet, but it simmered nicely where the most committed performances *seize*. All their other music was realised with great vivacity; one even suspected that picturesque and "evocative" piano meant, just now, they want to moan.

The favour of Miss Rainer's 1939 Quartet sometimes evokes very intelligent film-music (her later music would exclude conventional devices, and reveal the singular composer), but the Kreutzer reading seized upon everything vital in the piece. They made the most of Butler's

artful string-writing in his recent "Songs and Dances from a Haunted Place," which is candidly picturesque: ghostly Irish fiddler in a deserted moorland, first rhapsodising and then jiggling. Much refined expertise goes into painting the picture; it will be interesting to learn how far Butler's talent will run toward self-standing music.

In its own way, Hugh Wood's Quartet no. 3 (1978) is no less a neo-romantic affair - an awakening to spring, with birdsong - though it is more ambitiously and elaborately structured: in large part built like a chaconne, but with symphonic

nodes as well as all that enthusiasm for Nature. The Kreutzer players addressed it with resounding sympathy and canny appreciation of its ground-plan, to great effect and general satisfaction. They did no less for Sibelius's only quartet, the "Voces intimae" (even while their pitch was becoming slippery, at the end of a long concert), indeed, they delivered it with more fervour than passion than Scandinavian quartets usually allow themselves. That was exciting to hear, whether or not one might prefer a more "objective" reading for keeps.

David Murray

Sarah Walker

WIGMORE HALL

There has never been any good musical reason why female singers should not essay Schubert's 21 Lieder. The vocal part is equally suitable for voices of either sex and there now seems to be a queue of women waiting to sing the work - all of them, one notes, mezzo-soprano, who must feel that their darker timbre is especially fitting for the cycle's dark mood.

The most recent is Sarah Walker, the first British mezzo to embark on this journey. An experienced recitalist, she sets out well equipped to meet its challenges. She is always com-

municative in Lieder and Wednesday's performance found the pacing of the cycle almost within her grasp, though she would no doubt have preferred to face such an arduous undertaking without the cold that forced her to make a break just before the half-way mark.

With the rain driving down on the Wigmore roof, it should also have been easy to create the right atmosphere: doom-laden and wintry, the heart laid open to the elements. That she did not succeed in doing so may have been due to the limitations

imposed on the voice. The range of colour was altogether too restricted for such pictorial sound, and when a rushed singing was called for, the tone sometimes threatened to give way altogether.

Instead it was Graham Johnson, the accompanist, who tended to establish the mood. The determined tread in the beat that set the cycle on its way, the impulsive rush into "Rückblick," each established a potent surrounding atmosphere. Where the performance did get a grip on the music was in the songs of greatest anguish, where Sarah

Walker, always a fine dramatist, joined him in pushing intensity to its limits. In these lies the beginning of a true and penetrating *Die Winterreise*. But the competition is fierce and there were few moments during this evening that could erase recent memories of Brigitte Fassbaender or Christa Ludwig in the same music, the one searingly passionate, the other majestic. That will be difficult for any artist singing in a language that is not his or her own.

Richard Fairman

February 2-8

ARTS GUIDE

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has five marvellous songs and Elaine Paige falling to emulate Ethel Merman (734 9951, or 836 2428). Jeffrey Bernard is Unwell (Apollo). Brilliant performance by Peter O'Toole as an alcoholic journalist who embodies a Falstaffian, nay-saying life force while committing public suicide by vodka. Keith Waterhouse has attached a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (437 2853).

A Little Night Music (Piccadilly). The revival by Ian Judge, imported from Chichester, of Sondheim's 1973 schlegelberg version of a Bergman film. A beautiful score, composed mostly in walk-time, is touchingly performed by Liza Colborne, Dorothy Tutin (her best work in years), Peter McEnery and Susan Hampshire (887 1118).

Another Time (Wyndham's). New Ronald Harwood play, directed by Elijah Moshinsky. About a white South African family in Cape Town and Maide Vale. Albert Finney plays father and concert pianist son across 35 years, suggesting that talent is a means of escape and a reason for not going back. Janet Suzman and Sara Kestelman are electrifying in support (887 1118).

M. Butterfly (Shaftesbury). Peter Egan has taken over from Anthony Hopkins as the tortured diplomatic hero in a Peter Shaffer-style "spectacle of ideas"

dressed up in John Dexter's superb production as a metaphor of homosexual life (379 5399). **Aspects of Love** (Prince of Wales). Andrew Lloyd Webber's operetta derived from David Garnett's 1955 novella. Musically interesting and well directed by Trevor Nunn. (289 5872).

New York

Redd (Chronicles) (Plymouth). Wendy Wasserstein's award-winning drama covering 30 years in the life of a successful American baby boomers goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s (239 6200). **Grease** (St James). The 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new better in the Merman tradition. Tyne Daly, as the bossy, tireless and tumbler Rose, who shamelessly leads her dancing into burlesque (246 0102). **Grand Hotel** (Marin Beach). Tommy Tune, Broadway's present musical director, directs this remake of the Carbo film to at least shake the bones of this inert depiction of lives crises crossing in an elegant but somewhat random setting (246 0103). **Sweeney Todd** (Circle in the Square). An intimate production of the Sondheim-Wheeler musical emphasises the descent into madness of Bob Fenton as the demon barber of Fleet Street (239 6200). **Lead Me a Tender** (Royale). A spruency up in the set of a decaying town's big time opera ambitions makes a transatlantic hit of this force, with a knock-out by Philip Bosco and Victor

Garber (239 6200). **Jerome Robbins' Broadway** (Imperial). Anyone attracted by the notion of three hours of film trailers preview will enjoy this compendium of Robbins' directed and choreographed plays of the past 40 years, including *On the Town*, *West Side Story* and *Gypsy* (239 6200). **Summers** (Barrymore Theatre). Neil Simon's latest comedy is a self-conscious farce, with low humour that misses as often as it hits (239 6200). **Cats** (Winter Garden). Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually striking and choreographically skilful (239 6202).

A Chorus Line (Shubert). The longest-running musical in the US (239 6200). **The Merry Wives of Windsor**. The magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in paganism and drama (239 6200). **M. Butterfly** (Suzanne O'Neill). The surprise Tony winner for 1988 is a somewhat pretentious and obvious meditation on the true story of the French diplomat whose long-time mistress was a male Chinese spy (246 0220). **Phantom of the Opera** (Majestic). Stuffed with Marlon Brando's glided acts, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this mega-trans-fer from London (239 6200).

Chicago

Steel Magnolias (Royal George). Ann Francini and Marcia Rodd play the leads in this view of southern life from under the dryers in a busy hairdressing estab-

lishment (265 3000). **Winter's Tale** (Goodman). Frank Galati directs a production that spans the ages, interpreting Shakespeare as running from Ovid and television. Ends Feb 17 (443 3800). **I'm Not Rappaport** (Briar St). Shelley Berman, one-time star of comic, now plays Nat, Herb Gardner's memorable Central Park character who gags his way through the 1988 Tony Award winner (246 4900).

The Good Times are Killing Me (Body Politic). This City Lit production of Lynda Barry's first play captures an American childhood with poignant sadness (871 3000).

Tokyo

Kabuki Kabuki-za. Performances at 11am and 4.30pm. Of the three pieces in the matinee, the most famous is *Ikko Benkei* (Benkei in the Snow), set on a kabuki version of a real story. The evening programme features two short dance pieces and a full-length drama, *Ninichu Kichan* (Three Men Called Kichan), an amusing and action-packed genre piece about three bandits who all have the same name. Earphone guide in English (531 3131). **National Noh Theatre**. The noh play *Tomoe*, written by Zeami in the 14th century, is performed together with a Kyogen comic sketch (Wed 1pm) (232 1331). **Le Recl de la Servante Zélie**. The great Jeanne Moreau makes her Tokyo debut in an adaptation of Herman Broch's story about an elderly maid and her memories of unrequited love. In French. Theatre Apple, Shingoku (661 6811). Ends Wednesday.

Mozart and Salieri

FESTIVAL HALL & RADIO 3

Wednesday's City of London Sinfonia programme looks anticlimactic. Rimsky-Korsakov's one-act Pushkin setting for two players, *Mozart and Salieri* (1897), in the first half followed by the Mozart Requiem in the second. Music from the second steals gently into the first as Rimsky-Korsakov's (and Pushkin's) Mozart feels the shadows of death falling on him, and as Salieri's poison apocryphal, of course - works its way through his veins.

Rimsky's opera, a subtle and fascinating "little thing" (as he called it), was written as a conscious exercise in the heightened conversational style of Russian word-setting made famous by Dargomyzhsky's *Stone Guest*. It requires an audience ready and able to hang on each word as it falls from the two singers' lips - Salieri (bass) has the key part, but the lyrical aristo of Mozart (tenor) is beautifully contrasted in conditions of close intimacy.

The Festival Hall is not, therefore, the ideal venue; but in any case the decision to give the work in a feeble semi-staging (to the left of the orchestra on the platform) meant that the lights were turned down and the printed translation was unavailable for consultation during the performance. From a seat on the "wrong" side of the stalls I missed entirely the heat of any genuine stage activity: it was a chilly, unengaged reading. A simple concert performance

would have been far preferable. The first Salieri was Shalypin: it was one of his most astonishing achievements, a landmark in the early part of his career (the detailed construction of his portrayal and its effect on early audiences are recounted at length in Victor Borovsky's recent, masterly Shalypin biography). One cannot fairly hunger for a new Shalypin every time the place is lacked; still, it was disappointing that the Russian bass-baritone Anatoly Safyulin could (on Wednesday's showing) summon only rough-and-ready vocal resources and a not very compelling way with words for this Festival Hall revival.

Martyn Hill's Mozart (who also played the piano himself, very capably) lacked strong personality, though as usual Mr Hill's singing was unfailingly true and shapely. The conducting of Richard Hickox completed the tepid impression - cautious, unidiomatic, essentially undramatic. The Requiem after the interval was given with large chords (the London Symphony Chorus, in good form) and small orchestral forces; the imbalance between groups, which persisted uncorrected by Mr Hickox in all the choral movements, made for a feeling of leadenness all but unrelieved.

Max Loppert

Desirable Residents

THE OVAL HOUSE

This depiction of urban vagabonds is drab, padded, sad, untalented and damped with good intentions. Devised by writer/poet Ken Cockbourn and given by the Cardiff Company Paupers' Carnival Theatre, it is not just dull as ditchwater, it is ditchwater. Anyone may see greater physical intensity and oddity, stranger and more disturbing societies, postures and gestures than this work attempts.

Take four tales of those wanderers who may or may not be homeless: the rebel middle class girl expelled from school, the middle aged lady who loves birds and dreads bureaucracy, the meths-drinker who fiddles social security applications, the greying man who sells toys that fall off the backs of lorries. With grey and tepid earnestness, *Desirable Residents* traces their hallucinations, squabbles, sob-stories. Part one lasts an

hour. About part two, I can't say; I didn't survive that long. It is completely of a piece; nothing disturbs its torpor. At one point, Mo (Vanya Constant) basks in artificial flowers in a tin bath; at another, Sarah-Jane Baxter (Julie Turner) does an idle, soft-grained, gestural dance. The one is exactly the same half-hearted effort at lyricism as the other. Each character is allotted his or her little mad scene. Whatever its mood or speed or pressure, it is drained of conviction by the same lacklustre timidity. Its characters don't become flesh; they're just standard types.

"Are they not also *Desirable Residents*?" asks the press-release. But the writing and acting, treating these street-people with benevolent mildness, keeps them firmly at one remove. This is the writing and acting of part-time soup-kitchen helpers.

Alastair Macaulay

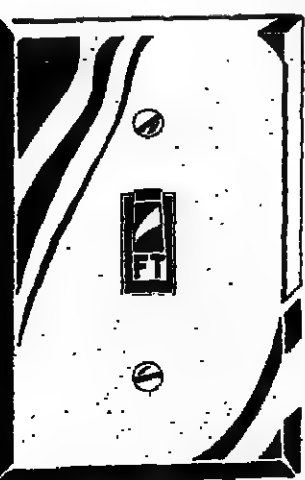
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Friday February 2 1990

Right time for arms cuts

PRESIDENT Bush's proposals to cut the number of American forces in Europe should be welcomed by everyone concerned with the US, western Europe and what is by now a somewhat nebulous Warsaw Pact.

The proposals are a new initiative at the right time. Amongst the merits is that here is a US President leading rather than having action forced on him by Congress. Mr Bush is also seen to be doing something to help Mr Mikhail Gorbachev at a time when the Soviet President has troubles enough at home. Not least, the decision to cut American force levels in Europe should put new life into current negotiations on arms control.

Nevertheless, troop cuts alone, however desirable at the present stage, are not a strategy and the key question is what happens next. The situation in eastern Europe remains very uncertain, as it does in the Soviet Union itself. While some recent actions may be irreversible - like the dismantling of the Berlin Wall - that does not mean that all risks of conflict have disappeared. And even if the Warsaw Pact were to dissolve itself, the Soviet Union would remain a formidable military power. Indeed if the USSR were to lose some of its constituent parts, Russia would still be a nuclear power capable of threatening the rest of Europe and the US.

The task is to bring military strategy and arms control negotiations into line with political developments. It will be difficult, but not impossible. Many of the forces for dealing with the problems are already in place. The challenge is to realise that time may be limited.

Unnecessary overkill

On strategic nuclear weapons the idea of deep cuts is not new. On the US side they go back to President Carter, on the Soviet side to the early days of Mr Gorbachev. Both sides possess a degree of overkill which they know to be unnecessary. The forum for arms reduction talks (START), there should be a mutual interest now in reaching agreement within the next few months, for if the present

opportunity is missed, it may not quickly arise again. There are talks on cuts in conventional forces in Europe (CFE) in Vienna. A problem here is that they have always been seen as negotiations between blocs: NATO and the Warsaw Pact. That becomes hard to sustain if the new Hungarian and Czechoslovak Governments are telling the Soviet troops on their territory to go home even before there has been an East-West agreement. Once again, that points to the need for speed.

Diplomatic task

This question of the twin alliances applies especially to the two Germans. There is no evidence whatsoever that the Federal Republic wants to leave NATO, but no evidence either that it wants East Germany to join, even if German unification comes about very quickly. The diplomatic task is thus to persuade the East Germans to remain in the Pact while force reductions and withdrawals are negotiated. That is by no means incompatible with progress towards unification on the political and economic fronts. Again, however, speed is crucial.

On all these questions, there are other established fora which can be used. There is the four power agreement on Berlin and Germany as a whole, which allows the main wartime western allies to talk to the Russians. It should not be used above the Germans' heads, but its existence should not be forgotten. There is also the Helsinki Agreement which brings together all European states, except Albania, plus the US and Canada and is a continuing process. It, too, will have a role to play in guaranteeing freedom and democracy in the new Europe.

The two western countries most likely to be disturbed by recent developments are Britain and France. It is unlikely that they can maintain their present level of troops in Germany when the Americans are cutting back. Britain, in particular, may have more future as a naval power than as a land army. There should be one large and armed army in Europe. These are matters of strategy. They need to be discussed.

Charging for eye tests

THE DEMAND for eyesight tests in the UK has fallen by roughly 23 per cent since the Thatcher Government introduced charges last April. Opticians say that many people may now be driving cars with uncorrected vision. More worryingly, the statistics appear to suggest that up to 100,000 people could be suffering from diseases, such as glaucoma and diabetes, which would previously have been detected in routine tests. In heated Parliamentary debates last year, ministers brushed aside warnings from the optical industry that charges could damage the nation's health. It is now harder to dismiss such objections as self-serving.

Ophthalmic services have been a testing ground for market principles in health care. In 1984, the Government ended the opticians' monopoly on the supply of spectacles. In 1985, it lifted advertising restrictions and sharply reduced the National Health Service's role as a direct supplier of spectacles. In 1986, all NHS spectacle provision ceased; children and people on low incomes were given vouchers to spend on privately-produced spectacles of their choice.

These liberalising measures had broadly favourable consequences. Opticians, once a rather dowdy part of the NHS, joined the dynamic retail market of the late 1980s. They began to serve clients as customers rather than patients. Premises were refurbished. Many new companies entered the market. The range of spectacle frames on sale in the high street greatly increased. With the arrival of vouchers the shelves of unattractive "NHS specs" - once the bane of schoolchildren's lives - became a thing of the past.

Final stage

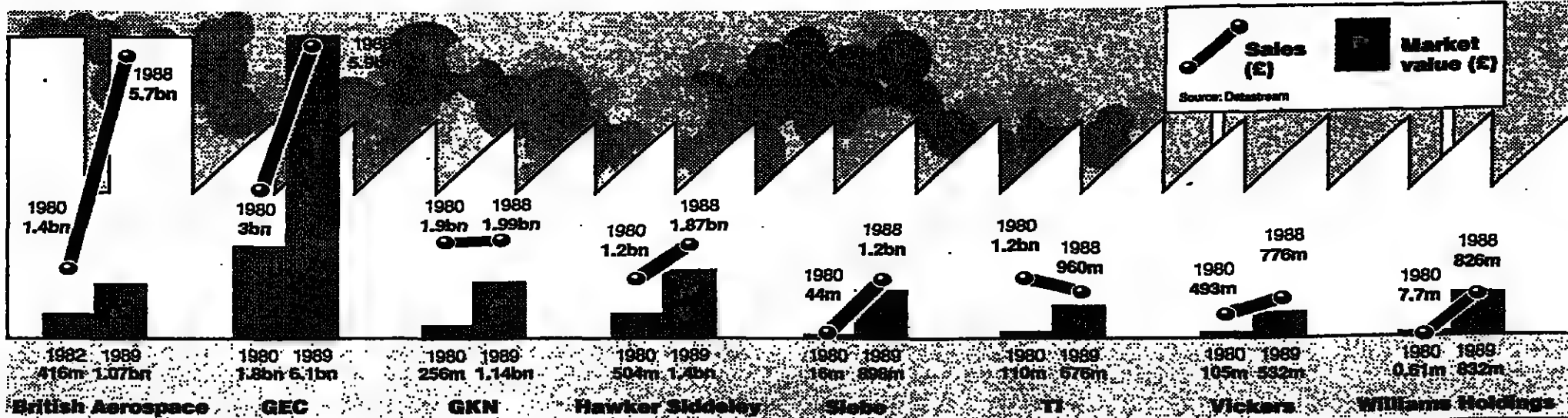
The Government saw the introduction of eye test charges as just the final stage in a long and beneficial process of liberalisation. It took steps to make some vulnerable groups eligible for free tests. Ministers argued that everybody else could afford to pay fees, which average about £11.70 per test. Indeed, Mrs Margaret Thatcher went further, claiming that people would be upset if they were not

allowed to pay for the tests and thus contribute towards the cost of other improvements in the NHS.

Yet charges for sight tests are not a natural progression from previous reforms of this industry. Nor do they respect the principles underlying either the NHS bill currently before Parliament or the new contract for family doctors.

Earlier reforms - the earlier - and successful - reforms of the optical industry were designed to increase competition between suppliers of spectacles, not to give consumers a financial disincentive to seek care. (Vouchers were simply a better way of distributing a given subsidy for spectacle purchase.) They thus respected the founding principles of the NHS, which are that care should be free at the point of delivery and financed out of general tax revenue. The same is true of the wider NHS reforms. Controversial innovations such as self-governing hospitals are intended to increase efficiency in the supply of care by encouraging more competition between providers. There is no suggestion that the effectiveness of the service can be improved by charging consumers for X-rays or diagnostic checks in hospitals.

The philosophy behind the new GP contract is even further removed from that of eye test charges. The emphasis is on preventive medicine: on ensuring that many serious eye disorders are not detected in time for correction. Yet the revenue such levies raise is negligible when set against the NHS's £22bn budget.



Nick Garnett reports on the challenges the UK engineering industry faces in the 1990s

Building on a decade of change

THE UK's engineering companies and industrial groups, profoundly changed by the experience of the 1980s, begin the new decade with a new pecking order and a fresh set of challenges.

Over the past decade, the industry's size rankings have been transformed. Acquisitions have turned companies which started the 1980s with sales of between £7m and £100m into ones with sales of £1bn or more.

At the same time, many of the older, more traditional companies like Vickers, TI, Hawker Siddeley and GKN - names embedded in Britain's industrial history - have achieved only modest sales growth. Some have turnover no higher in nominal terms than 10 years ago. Many have been overtaken in both sales and market capitalisation by what were minnows at the start of the last decade.

The changes have been greater than during any other period. It has shaken up the whole structure," says Mr Barrie Stephens, chief executive of Siebe, the controls and garage equipment company.

His company is one of those which have grown rapidly, largely by acquisition, during the 1980s. Siebe's sales soared from £44m in 1980 to £1.2bn in 1988, the last full year for which figures are available. Other rapidly growing companies include Williams Holdings (paint, industrial and consumer materials, fire protection equipment), Tomkins (hand guns to lawnmowers), and to a lesser extent, BBA and the electrical group FKL Williams' turnover rose from less than £5m in 1980 to £825m in 1988, with over £1bn likely for 1989.

By contrast, TI's last reported full-year sales were marginally down on the 1980 figure of £1.3bn. GKN's were unchanged at about £2bn and Vickers raised its sales by little more than a half to £780m. Market capitalisation tells a similar story. Siebe's rocketed from £18m to £900m at the turn of the year, well past that of Vickers or TI. Williams went from £600,000 to £250m.

Not all large companies have slid down the rankings. A few have maintained their place in the pecking order, doubling their sales over the period. BICC, the cables and construction group, went from turnover of £1.3bn to £2.7bn during the decade. GEC went from revenues of £3bn in 1980 to £5.9bn in 1988, and the figure will rise further after its recent spate of mergers.

Sales figures tell only part of the story. The composition of those revenues has, in many cases, also changed abruptly. Companies have reshuffled their portfolios of businesses, selling off product lines to focus on profit and growth.

Some companies have been almost completely reconstituted. TI sold its machine tools, while goods and bicycle interests and is now a specialist engineer in seals, tubing and fur-

naces. Vickers has also made big changes, of a less clearly defined sort. It expanded in office furniture, then sold the business off, but in many disparate sectors. Siebe is also an acquirer, but usually of companies making related engineering equipment.

The leadership of some industrial sectors has been transformed by this reshuffling. In the power industry, Rolls-Royce's acquisition of NEI, and the merger of the power businesses of GEC with that of France's Alsthom, are cases in point. Similar developments have occurred in pumps (Weir's purchase of Mather and Platt) and in food equipment (APV's acquisition of Baker Perkins). Swapping of interests between Glynwed, Delta, IMI and McKee has altered the ownership structure of some metal products sectors and there has been some rationalisation in machine tools.

But most sectors have not gone through such change. Even where there have been some shifts among a sector's leading companies - for example in motor components, with BBA's acquisition of Automotive Products and T & N's purchase of AE - the rest of the competition remains fragmented.

UK mechanical and electrical engineering groups now have much bigger interests abroad, and exports account for a larger share of sales - though this has not attracted much public attention. Only 41 per cent of the turnover of the 30 largest engineering stocks is now generated in the UK, according to stockbrokers County NatWest.

Many of the acquisitive companies have expanded their manufacturing overseas, especially in the US. This might have been good for their profits; but it has not helped the UK's balance of trade. The biggest employers in the UK, with the biggest factories, remain the older industrial names.

Foreign ownership of British companies in these broad sectors remains limited. The most significant include the GEC-Alsthom deal, Honda's stake in Rover, Mannesmann's 5 per cent shareholding in TI and, among unquoted companies, the purchase of Lancing, the UK's biggest fork-lift maker, by Linde, the German engineering and gases group. In one sector, precision bearings, Japanese com-

panies, principally NSK, now have more than half UK production capacity.

Linked to better management, the combined effect of all these changes has generally been healthy. "Britain had fallen to a level in the early 1980s that it had almost disappeared as an effective manufacturing power," says Mr Brian McGowan, Williams' chief executive. Profits surged over the course of the decade: GKN's, for example, from a loss of £1m at the beginning of the decade to a profit of £178m in 1988, and Lucas from a loss of £21m to a profit of £187m over the same period. And the acquirers have also shown strong profit growth. Williams, for example, has gone from a loss of £765,000 to a profit of £116m.

Modern production equipment gives the best users in some sectors an overwhelming competitive advantage

while BBA's profits have risen from £250,000 to £65m.

The challenge of the 1990s will be to build on the changes of the past decade in a climate in which competition - particularly from abroad - will grow more intense. "It is going to be much tougher in the 1990s," says Janet Sidaway, analyst at Kleinwort Benson.

The integration of the European market is one reason why competition will grow fiercer. And the changes in Britain have not happened in a vacuum. Many competitors in Europe and North America have become leaner and more focused than they were, in many cases without the tremendous upheavals that have occurred in the UK. Japanese competitors, however, are less of a threat in these industries than in consumer goods, for example.

The search for scale - in sectors that are still very fragmented - will ensure a continuing flow of acquisitions, especially in automotive components and aerospace products. "A lot of companies are just too small to survive," says Mike Tappin at Hoare Govett.

The aim of the search for scale is to

possess critical mass in core product areas. "You will have to strive for size," says Mr Stephens at Siebe. "If you have not got critical mass in the 1990s you will not be able to afford research and development and Japanese and German competitors will eat you alive. Foreign competition is going to be very tough, I'm afraid."

Getting manufacturing technology right, he says, will make or break some companies. In many sectors, the vital technology decisions are those which govern companies' ability to produce the right products in the right volumes at the right unit costs. Modern production equipment allows the best users in some sectors to gain an overwhelming competitive advantage against the laggards: they can produce small batches of differentiated products on very short lead times at unit costs not very different from those which required much longer production runs a few years ago.

For companies hoping to grow quickly through acquisitions, the earliest years may be over. "What we have done will probably not be repeated by anyone in my lifetime," says Mr McGowan at Williams. At the beginning of the 1980s, says Mr David Blackwood, an analyst at Hoare Govett, UK engineering had a lot of undervalued assets. "It had been through recession and people could see businesses that had a lot of fat and where rationalisation could produce meaningful returns. There is much less of that now."

The industry is likely to face a less encouraging economic climate. Engineering companies have enjoyed exceptionally strong demand for several years now. This is unlikely to continue right through the 1990s. In a tougher business environment, some of the companies which made a success of the 1980s are going to come unglued over the coming decade. There may very well be "unbundling" of some former "bundlers."

Perhaps the biggest challenge of the 1990s - and one which may well not be met - is to overcome one of the traditional weaknesses of UK manufacturing.

After the changes of the past decade, it is now more difficult than ever to find large British industrial companies which have generated strong organic growth by developing their own products and using them to take market share away from foreign competitors. This is in marked contrast to the UK pharmaceutical-chemical sector, where such behaviour is common.

For all the talk of improved efficiency and more coherent company portfolios, virtually no sector of British manufacturing has been able to plunder global markets with new world-beating products of their own design. "For all the industry's restructuring, that is unlikely to change in the decade ahead."

Z unmasked: K silent

■ An anonymous contact in Cambridge was right. There is now overwhelming evidence that "Z", the pen-name of the writer who argued that President Gorbachev's reforms are doomed, is Professor Martin Malla, a historian on the faculty of the University of California at Berkeley.

My colleague, Lionel Barber, sets it out at length in the forthcoming issue of the American magazine, New Republic. The Z article is too close to unpublished manuscript written by Malla in 1986 called "Russia Under Western Eyes" for there to be any doubt. The two pieces contain matching literary allusions from Hegel, de Tocqueville, and a colourful use of Russian, French and semi-colloquial American.

Two questions remain, however. Why does Malla decline to admit authorship of the article which was excerpted in the New York Times on January 4 and first published in Daedalus, the quarterly of the American Academy of Arts and Sciences? There is nothing to be ashamed of. And who is "K", the person who, using the King's College, Cambridge address, tipped us off in the first place? If K would care to be in touch with us again, we shall send the customary reward of a bottle of malt whisky.

Shilling's hats

■ Extraordinary what one learns as Observer. Went to a hat show yesterday, fully expecting it to be hats for men, never having heard of David Shilling. He makes hats for ladies. They were appreciated abroad long before they took off at home. The British view was that they were more unusual and art galleries than for wearing. The collection shown at the Hyde Park Hotel was stunning, especially a hat that, I think, was called Bluebird

OBSERVER

or Blue Bouquet. In future, we shall see hats in a quite different light.

Groundhogs

■ Today is Groundhog Day. If you ever want to pass as an American, it is at least as important to know this as it is, for example, to change the way you hold your knife and fork.

Groundhog Day is the one day of the year when the small town of Punxsutawney in Pennsylvania is more likely to figure as a date line in most US newspapers than is Paris or London.

The Punxsutawney groundhog, similar to a woodchuck or marmot, is a first cousin to St Switind. If he sees his shadow this morning, there will be six more weeks of winter. If skies are overcast, spring will be early.

In search of roots, the local Groundhog Club traces the tradition to Candlemas Day observances brought by German immigrants and to what it claims is an old Scots saying: "If it is bright and clear, there will be two winters in the year." Probably there is also a link with Bill Fogarty, the Thirsk weatherman, who says much the same thing.

Actually, Groundhog Day is just an excuse for several thousand people to gather at Cobblers' Knoll outside Punxsutawney to watch a local worthy pull Phil the groundhog from a concrete burrow to talk about the weather in "groundhogese." On every other day of his 10 to 12 year life, Phil lives in more comfort in a glass-fronted burrow in a corner of the town's library.

Phil and his predecessors have failed to see their shadows on only nine occasions in 103 years. But harbingers of an early spring are becoming more frequent; it happened three times in the 1980s and



is said by some to be the latest worrying evidence of the greenhouse effect.

Not so rich

■ The extravagant lifestyle of Romania's late dictator, Nicolae Ceausescu, has been matched since his death by some equally extravagant tales about his wealth.

The latest suggestion to be knocked down - by the Romanian National Bank, no less - was that he had had 40 tonnes of gold (today worth more than \$500m) shipped to Switzerland.

Romania Libera, the country's biggest daily newspaper, was responsible for that allegation when it published an interview this week with an anonymous man who claimed he had accompanied the gold on two flights to Zurich in September and October 1989.

Then there were the photographs of Elena Ceausescu's diamond-beaded shoes, which were flashed around the world when her house was opened up to western journalists.

Eager to get the full, sparkling, story, staff of the diamond trade magazine, Diamond International, tried to trace the source of the diamonds and the shoes. They found that the "diamonds" were only paste and that the shoes were part of a Charles Jourdan collection widely sold in boutiques in various European cities.

Frank talking

■ Public relations has never been a South African strength. That applies to blacks as well as whites. At a recent meeting in Lusaka, the African National Congress (ANC), put out the wrong speech by Alfred Nzo, its Secretary-General. There was a text full of fiery rhetoric designed for public consumption. Somehow, however, the ANC distributed Nzo's remarks to the closed session. Among them: "We must admit that we do not have the capacity within our country to intensify the armed struggle in any meaningful way."

Nothing new

■ The folding French car, which we wrote about last week, is not a new invention. Lewis Burrell, the architect to the Ramsgate Old Motor & Motor Cycle Club and clearly a great authority, tells us that there was a man called Robert Hannover who built one in Paris in the early 1860s. It was known as the Revomach, his own name spelt backwards. The front wheels folded underneath the car and the idea was that it could be kept in hallways of apartment buildings in order to save parking problems.

Last drop

■ A New York jeweller is advertising a sterling silver key to squeeze toothpaste out of the tube.

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POLITICS TODAY

The money is not on South Africa

By Joe Rogaly



South Africa is still a high-risk investment. Anyone who is thinking of putting money into Johannesburg stocks, or advising a client to do so, should wait a while. How long? Probably at least a year, maybe several more. This friendly warning holds good whatever President de Klerk may say in his important speech at the opening of Parliament in Cape Town today. For in spite of the positive steps and reassuring words that have come from Mr de Klerk since he took office in September, there is no guarantee that the present series of moves towards a negotiated settlement with the black majority will work out.

The President himself is reported to have told 500 senior police officers the day that South Africa could not afford to become embroiled in an '80 years' war' among its own people. The strong implication that he fears just such a possibility if his present efforts fail is reason enough to draw the conclusion that the republic is no place in which to put serious new money just yet.

That confrontation with the officers of what by all accounts has become a pretty demoralised and truculent police force was certainly courageous. It follows his denunciation of his predecessor's national security council. Mr de Klerk's purpose is to deliver a message that has been studied with some care by the British Government: that he proposes to end the use of the South African police for political repression. It is a question of methods, he said, according to one account of his speech. "When in future we act in a more subtle way in matters which have, in the past, been handled in a heavy handed way, it does not mean that we have changed our goal of creating a peaceful and civilised community where the rights of the minorities are safeguarded."

This is more easily said than done. The current tour by a team of cricket players under Mr Mike Gatting has aroused strong emotions. To Mr Gatting it may be simply a matter of playing a game and making a pile of money, but to many black South Africans the tour has been a provocation. The result is that once again the police have been photographed using tear gas, whips and snarling dogs to control unruly crowds of protesters. The South African Government appears to be more than slightly embarrassed by the visit and its consequences, while in London the kindest official/nationalist phrase used in a conversation this week was that "Gatting and Co are just a bunch of mindless mercenaries. They are clearly out of their depth. They should come home."

The cricket tour is, however, a relatively minor obstacle to a President who seems genuinely determined to maintain the momentum of progress towards talks. Another is the behaviour of his own security forces, who sometimes continue with old habits in spite of his efforts to reduce their status and restrict their work to ordinary crime control. Just this week he was obliged to order a judicial commission of inquiry into the death in

detention of the young Mr Clayton Sithole. Twaala, who, the police are reported to have said, committed suicide by hanging himself in the Johannesburg version of the Lubianka, John Vorster Square. Over the years there have been many such reported suicides in that grim building. It is nevertheless reasonable to hope that the newly subtle South African Government will sooner or later succeed in getting its own version of the KGB under control. Even before Mr de Klerk took office the quantity of hangings, in a country more wedded to the death penalty than most, had begun to fall: from 164 in 1988 to 63 last year.

The distance yet to be travelled is, however, not inconsiderable. This goes some way towards explaining the reluctance of the African National Congress and even its venerated leader, Mr Nelson Mandela, to abandon talk of the "armed struggle." Here is subtlety indeed. Bomb outrages in white areas have ceased, and although there are still sporadic attacks on black policemen and alleged collaborators in some black areas the truth is that the ANC does not have the capacity to mount a credible campaign of violence against the South African state. This was acknowledged by one of its leading lights, Mr Alfred Nzo, just the other day. To outsiders the case seems simple: just announce a suspension while a search for peaceful solutions proceeds. But the ANC, which represents a constituency of people who for most of this century have cringed on pavement edges but who now stand up straight, is emotionally sustained by its rhetoric. So it talks of an "intensification of the armed struggle," while President de Klerk asks for its renunciation in return for all the things he is expected by a waiting world to do.

The release of Mr Mandela is at the top of that list of expectations, although it is nearer the bottom of the list of actions required to ensure that the ANC leader emerges straight into negotiations, or, at the very least, pre-negotiations. For that to happen the state of emergency must be lifted — not partially, but completely. The remaining political prisoners must be released and the ANC and its related organisations must be un-banned in law as it now more or less is in practice. Here the South African Government's position is the mirror-image of the ANC's on "armed struggle": it

allows the ANC to operate openly, but it has not so far been able to legalise the real situation.

All of this taken together constitutes a package that is politically difficult for President de Klerk to deliver as a "big bang" while the ANC adheres to its phrase about "intensification of the armed struggle." The temptation for the South African President must be to deliver part of what everyone agrees is required and call on the ANC to make a gesture in return. Perhaps that proposition was discussed with Mr Mandela himself yesterday. The trouble is that the world has been building itself up to an expectation of the entire "big bang". Mr de Klerk's claim to be a man of reform will not be sustained if he announces too little today.

Another obstacle to eventual agreement will certainly have to be discussed fairly soon. It is this: the Afri-

can leaders now coming out of imprisonment are Rip van Winkles who were put into a political sleep at a time when the nationalisation of the commanding heights of the economy seemed desirable. Many of them, possibly including Mr Mandela, appear to have retained such a programme, which would cover the mines and the banks, as an article of faith. The ANC leader's recent statement to this effect has upset South African businessmen some of whom see him on general grounds as the one man who can bring about a peaceful settlement. They should relax, take note of how far Mr Sam Nujoma and Swapo are moving away from a similar 1960s fixation in Namibia, and maintain confidence in their ability to persuade any future government of South Africa that a policy based on pre-1988 east European economics would be absurd.

These and other details of the

evolving South African scene are watched with close attention by the British Prime Minister. She may yet benefit from having been wrong all along about sanctions. For it is the effect of sanctions, particularly independent adverse decisions on the quality of bank loans to the Republic, that has done so much to stimulate the movement for reform being led by President de Klerk. The American-based sanctions have hit the hardest. Meanwhile, Mrs Thatcher has won popularity among white South Africans for speaking consistently against them. Her reward could be an invitation to play some role, perhaps as a dramatic mediator at an awkward time, in whatever talks get started. My understanding is that she would not visit Pretoria simply to shake hands with de Klerk and Mandela, but only if she could be seen to have something to do. That rules out an early visit, although nobody knows what will happen after today's speech.

Even if the speech shows vision and a determination to find a solution in consultation with African leaders the Prime Minister will be taking a political gamble if she gets openly involved. One of her Cabinet colleagues mused in a recent conversation that he could not be sure that the risk was worth any potential reward. I wonder. The immediate task is for quiet diplomacy that will steer the two sides around semantic obstacles like "armed struggle" and "banned ANC." The British are good at that, and the Foreign Office should help.

The major task will be to persuade President de Klerk that the flow of investment and business back to South Africa will not begin in earnest until there is a genuinely democratic new constitution, with universal suffrage and no nonsense about "group" (that is, tribal) structures upon which to base it. Someone else will have to persuade the ANC and other African parties that protection for the white minority will have to be built into this probably penultimate constitution; I doubt that Mrs Thatcher is sufficiently trusted by blacks to be the person for the task.

Probably the only person who can do it is Mr Mandela. But then he would be crazy to sign a new peace treaty until he was convinced that what was on offer was an irreversible shift away from white domination or white overall control. Until he could see such a ratchet built in to any new settlement the ANC would want to keep up the outside-world pressure, which is its principal true weapon. For once laid down, that weapon would be hard to reassemble.

It is for these reasons that we cannot sensibly regard President de Klerk's Government in the same light as the old Communist regimes of eastern Europe, ready to topple as soon as the crowds gather. There, the Russian colonial army held the fire. There is no such outside army to withdraw from the Republic. I suspect that neither side has yet fully confronted what it would have to give up if there is to be a lasting settlement. That is why I say, don't bank on any such thing just yet.

LOMBARD

Marxism today

By Martin Wolf

Fascism Today has become one of the more fashionable intellectual weeklies of the late 1980s. Its editor remarks that the essential values of fascism are no more than the superiority of co-operation over competition and of an orderly national community over anarchic individualism. Nazism he condemns utterly, as an evil distortion of these values.

According to fascist revisionists, both of the major British parties embody some fascist values. Mrs Thatcher, for example, is praised for a staunch defence of national interests, for authoritarianism and hostility towards deviant sexual behaviour.

But she is criticised for supporting the socially corrosive notions of economic individualism and free enterprise. For most writers in *Fascism Today* the corporatism of a Heseltine and the interventionism of a Gould are far more attractive than the economic policies of the present Government.

The reader should breathe freely. *Fascism Today* does not exist, however readily a revisionist fascism could be concocted. No publication with such a title could attain respectability. Nazism has inoculated western society against the fascist virus.

Yet Marxism has avoided this fate. *Marxism Today* "the theoretical and discussion journal of the Communist Party" is among the most fashionable periodicals. The ideas of the recently elected leader of the British Communist Party are reported throughout the serious press.

The hypnotic intellectual power of Marxism is one of the most intriguing features of this century. Yet its consequences have been devastating. Even now, when the ruin that it has brought on the societies of eastern Europe is as transparent as the day, it retains an appeal that fascism has entirely lost.

No less a man than Vaclav Havel, the new President of Czechoslovakia, has said that after 40 years of Marxism-Leninism "the worst thing is that we live in a contaminated moral environment." Such moral contamination can be blamed on Marx himself, not

merely on Lenin, his sorcerer's apprentice.

As the distinguished scholar of Marxism, Leszek Kolakowski has pointed out, "the view that freedom is measured by the degree of unity in society and that class interests are the chief source of social conflict, is one component of [Marxism]." From this follows the notion that the abolition of private property "does away with the need for negative freedom, or freedom *tout court*". But an action can be moral only if chosen. Without freedom there can be no morality.

The assault on individual moral autonomy is reinforced by Marxist historicism, which implies that whatever strengthens the historically blessed cause of the working class is *ipso facto* justified. From these roots sprang all the most despicable features of Marxist totalitarianism, from denunciation of parents by their children to the gulag. Moral contamination is an inevitable consequence of the Marxist political "project" (to use a favourite term).

Marx's marriage of materialism with historicism was a product of genius. Yet his prediction that the development of the productive forces and its consequence, the class struggle, would inevitably lead to communism looks more improbable by the day.

Where Marx's intellectual contribution is unquestionable is through his influence on the way we think about the relation between technology, economics and politics. But it is not in his role as a detached scholar that Marx became the founder of a secular religion.

In the 20th century a remarkably high proportion of the West's most cultivated people enjoyed a passionate love affair with Marxism's political programme. This infatuation is perhaps to be explained by the sweep of the theory itself and by its promise that history is on the side of utopia.

None the less, intellectuals of the next century are likely to be as amazed by this infatuation as are those of today by nineteenth century imperialism. Marxism has no today. It has a past — much of it diabolical.

LETTERS

Productivity gains and unit costs

From Mr W.A.P. Manser.

Sir, Professor Layard ("The fallacy about productivity and pay," January 31) concludes that it is a fallacy to think that inflation will fall where productivity gains are not spread equally across the whole workforce. But behind this is there not a greater fallacy still?

Prof Layard assumes that, in any case, the full productivity gain will go to the workforce. But if the whole financial benefit is translated into higher wages, unit labour costs cannot, by definition, fall. And if unit labour costs remain unchanged, there can be no

effect on inflation. Only if wages do not absorb the whole gain can unit costs decline. Layard's phrasing: "If firms... pay higher wages, rather than cutting their prices..." confirms this.

Another remark by Prof Layard implicitly stresses a further facet of the same point. He says: "... differences in productivity growth... are due to technological factors and not to the efforts of the workers." It is indeed true that most labour productivity increases stem from the installation of more or better machinery. The idea that pro-

ductivity is synonymous with a worker using his hammer faster or slower is old-fashioned.

But if productivity improvements are the result of investment, then it is right and important that the financial benefit should be retained by the company, the source of this and future investment funds. The real contrast between the UK and the countries illustrated in the professor's article is that their unit costs are not rising as ours do: hence the lower rates of unemployment.

W.A.P. Manser,
46 Exeter House,
Putney Heath, SW15

Opportunities for investment choice

From Mr M.J. Hart.

Sir, Mr Fairbairn (Letters, January 30) must be turning a blind eye to his sense of history in suggesting that only unit trusts are suitable for mass marketing. The 1988 prospectus for The Foreign and Colonial Investment Trust, which I have managed for the past 20 years, was specifically designed to provide "the investor of moderate means with the same opportunity as the rich capitalist."

Marketing regimes are a matter for the regulators and we await the Securities and Investments Board's important retail review with interest. To suggest, however, that investment trusts and unit trusts must be "subject to the same stringent regulations" neglects a fundamental difference between an open-ended vehicle (a unit trust) and a closed-end vehicle (an investment trust). Unit trust investors faced with forward pricing, redemption problems at Dumenil, or dealing in October 1987, may be surprised to learn they "can at all times redeem their units at asset value on demand."

At a time when wider ownership is seen to be of increasing importance, Mr Fairbairn should welcome the role of investment trust savings and investment schemes, which The Foreign and Colonial Investment Trust pioneered in the UK. His enthusiasm for competition should surely encourage a proper opportunity for choice by increasingly sophisticated consumers: let them decide, on the basis of past performance and costs, which vehicle they prefer.

M.J. Hart,
Director,
Foreign & Colonial
Investment Ltd,
1 Laurence Pountney Hill, EC4

Market forces

From Mr G.D. Hagelberg.

Sir, The Royal Bank of Scotland has just charged me £10 commission, equivalent to 3.89 per cent, to collect and credit to my account in London a sterling cheque for £267 drawn on a German bank.

Is that how common markets work?
G.D. Hagelberg,
38 Mansfield Road,
Gospel Oak, NW5

The range of Conservative views on Europe

From Mr Bryan Cassidy MEP.

Sir, Joe Rogaly ("Steady grip on wobbly Europe," January 26) made an error which is sadly all too common in serious newspaper coverage of the meeting which the Prime Minister later had with Tory MEPs recently. That was the entirely erroneous assumption that all Tory MEPs think exactly alike about everything. Mr Rogaly's article referred throughout to

the "MEPs" without differentiating the out-and-out federalists in the group from those who espouse the more cautious evolutionary (or Thatcherite) approach.

On economic and monetary union (EMU) for example, the views of the group range from those who think that it is fundamentally erroneous to link economic and monetary union, through those who would like

to see a more positive use of the European currency unit, to those who would like to see a single European currency as early as possible. All these points of view could equally well be found among Conservative MPs in the House of Commons.

Bryan Cassidy,
European Parliament,
97-113 Rue Belliard,
B-1040 Brussels

No time for a revival of chauvinist attitudes

From Mr Peter L. Walker.

Sir, When the FT emulates the chauvinist attitude to Europe that has started to permeate the Murdoch media British business is the loser. David Buchanan's report on Riccardo Persich's appointment to head DG4 ("UK defeat in Brussels reshuffle," January 19) was almost objective, but the headline was hardly temperate or sensible.

Arriving in Brussels that morning for a meeting of our European consortium, I was greeted by my Belgian, French, Italian and Swiss board colleagues with a copy of the article. After 18 years in the European Community and three years painstakingly assembling a partnership

embracing 12 European companies, I am now used to jokes about "Britain and Europe" as if there were more than 25 miles of water between us. But the reaction to your story was much more serious. It was seen as signalling a change in attitude in an objective, pro-European paper, possibly signalling a change in the view of Europe taken by British industry. The single market poses enough problems for industry and commerce. Fostering an anti-British atmosphere on the Continent is more suited to "Argie Bashers" than to the FT.

When it comes to appointments to key posts within the European Commission, if the UK continues to attempt to promote the careers of British

civil servants in Brussels, we will never have effective influence. Appointments to director-generalships demand the highest quality people who are the best for the job — not career-blocked UK civil servants with sponsors among their former political masters.

In an earlier report the FT said that Mr Persich was the best qualified for the job. That made your later headline appear even more intemperate. Even my friends in the Bruges Group do not suffer from such paranoia. Can we return to objectivity soon please.

Peter L. Walker,
Commercial Director,
ECP in Britain,
Museum House,
Museum Street, WC1

Lord Donaldson urged to reject Justinian's advice

From Mr A. Pugh-Thomas.

Sir, Oh for a latter-day Procopius to prick the arrogance of the latter-day, albeit anonymous, Justinian ("The task of rooting out undesirables," January 29). So confident is he of his own judgment that, although not present at the

debate, he can call on the Master of the Rolls to "step in and reverse the Law Society's incorrect decision" to refuse to allow a convicted murderer to act as a solicitor — a decision reached by the representatives of the solicitors' profession well qualified to take it.

Tempting though it must be for one man to substitute his own decision for that of 34, I hope that Lord Donaldson will resist the temptation to ape a Byzantine autocrat.

A. Pugh-Thomas,
12 Castello Avenue,
Putney, SW15

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15

INTERNATIONAL COMPANIES AND FINANCE

Hachette invites bids for prime Paris real estate

By George Graham in Paris

HACHETTE, the French publishing group, has put its newspaper distribution centre, a substantial building in the heart of Paris, up for sale.

The building is expected to represent one of the biggest real estate transactions in the French market this year.

Banque Arjil, the investment bank controlled by Mr Jean-Luc Lagardère, Hachette's chairman, is inviting bids for the property in a two-round auction to be completed by April, with a minimum bid of FF1.7bn (\$285.7m).

Paris property specialists expect that the building, occupied until 1991 by Nouvelles

Messageries de la Presse Parisienne (NMPP), the leading French newspaper distributor, could fetch substantially more than this minimum.

The property represents a total of 33,389 sq metres of floor space, with a further 6,704 sq metres of basement area, on a site of 5,300 sq metres. The headquarters of the Pechiney aluminium group, sold last year for FF2.76bn, represented almost exactly the same above-ground floor space.

The NMPP building stands on rue Réaumur in the second arrondissement, outside what is generally regarded as Paris's golden triangle. Nevertheless,

it stands only a hundred yards from the Paris stock exchange and close to the headquarters of most of the biggest French banks.

Hachette said yesterday that the sale resulted both from NMPP's need to move to modern accommodation, and from its strategy of realising sleeping assets.

The sale of the NMPP building will reduce Hachette's debt levels, which rose after a series of recent acquisitions, particularly two US purchases made in late 1988: Gröller, the encyclopedia company, for \$449m, and Diamandis, the magazine publisher, for \$712m.

Cofir joins Warburg in investment firm launch

By Tom Burns in Madrid

COFIR, the Spanish investment arm of Cerus, Mr Carlo De Benedetti's European holding company, has joined forces with Mercury Asset Management of the SG Warburg group to launch Fonfir, a new investment vehicle for the Spanish market with an initial Pta16bn (\$91.9m) capital.

Cofir, which holds a 55 per cent stake in the new company, said Fonfir would be investing in medium-sized Spanish companies seeking expansion both domestically and abroad.

Mercury has a 15 per cent shareholding in Fonfir as do the Spanish banks Banco de Zaragoza and Bankia.

The venture marks an ambitious new step for Cofir, which will be broadening its activities in Spain.

Over the past two years Cofir has spent heavily to acquire strong positions in key sectors and it will now be purchasing through Fonfir, smaller stakes in diverse companies.

Cofir last year acquired a 49 per cent stake in Bodegas Berberana, the second most important Rioja wine producer, a 35 per cent stake in NH Hoteles, a domestic hotel chain, and 49 per cent of a fashion shop chain called Massimo Dutti.

Single-minded approach to X-rays

Peter Marsh examines the unconventional strengths of Hafslund

It is a pharmaceutical company but its best selling product is not strictly a drug. It plans to expand in the European Community by an acquisition in Austria, which is not in the Common Market.

It has a sideline in running power stations and it gains a large chunk of its revenues from the sales efforts of other companies. It splashed out \$55m last year for a business with no sales. Its chief executive is a former insurance official and its chairman is an entrepreneur who is also at the helm of a computer company.

Welcome to Hafslund Nycomed, among the world's most conventional pharmaceutical groups. The Oslo-based Hafslund, with estimated sales last year of Nkr3.1bn (about \$480m), is a minnow in the \$130bn-a-year international drugs industry.

But in recent years Hafslund has attracted interest because of its single-minded approach to grinding out profits from its one big product. This is Omnipaque, a contrast fluid that enables doctors to take sharper, clearer X-ray images.

The formulation, injected into the patient's blood stream before X-ray, has no therapeutic value. But because Omnipaque interacts with the body in much the same way as a conventional medicine, it is generally categorised as a pharmaceutical product.

Omnipaque is one of the two leading products in the \$2bn world market for imaging reagents for X-ray diagnosis. Bracco, an Italian company which has a marketing tie-up with E. Merck, a Swiss-based drugs group, provides the other main formulation while Schering of West Germany is responsible for another, older product in this field.

Berlin-based Schering has an important role in the web-like network of relationships between Hafslund and other companies in the imaging field. Schering is unusual in that in some areas of imaging it competes with Hafslund, while in others it collaborates.

Hafslund gains half its revenues from Omnipaque. The product last year accounted for roughly 70 per cent of the group's pre-tax profit, sales less taxes, from 80th position to 6th. But the main reason for Hafslund's interest in CL is the latter's marketing

ment, mainly in Scandinavia. It also runs five hydroelectric plants in Norway and makes ferrosilicon products - these last activities being a relic of the Hafslund's original operations when it was formed late last century.

Hafslund's smallness, and consequent lack of marketing muscle, forces it to share income from Omnipaque with three other companies which sell the product under licence in most major markets outside northern Europe.

These companies, Sterling of the US, Japan's Daiichi and Schering, take an estimated two-thirds of the total world sales of Omnipaque of about \$800m a year.

Sterling, a unit of Eastman Kodak, and Daiichi sell the product in the US and Japan while Schering has marketing rights in West Germany, Austria, Switzerland and Italy.

Hafslund itself markets the product in Britain, France, the Benelux countries and Scandinavia.

The sharing of revenues and profits over Omnipaque does not muddy either Mr Svein Aaser, Hafslund's 44-year-old chief executive.

Mr Aaser - who before taking over at Hafslund in 1986 worked in the insurance, paper and food industries - says he recognises the agreements as vital to boosting his company's income in nations where it does not have a direct presence.



Mr Svein Aaser: aiming to boost Hafslund's US sales

based Salutar, a research company still in the development stage. Mr Aaser says the money was well spent. "The Salutar research was ahead of us. They are the number one in the world (in MRI research)."

S-041 is one of a number of imaging products being worked on by Hafslund's 200-strong imaging research team. Besides work in X-rays and MRI, the company is also pursuing other developments in contrast agents that can aid ultrasound diagnosis.

Also in the field of research, Hafslund thinks it could gain other elements from the CL acquisition besides the company's sales team. CL is not known as a drug innovator, but Hafslund managers say they were pleased and surprised to find it had some good research ideas.

Mr Ger Munthe, a Hafslund executive who has taken over as CL chairman, says he is especially impressed by new types of arthritis and heart drugs under development in Vienna. Medicines such as these, assuming they complete clinical development, could be on sale by the mid-1990s, adding to Hafslund's product spread.

The dependence of Hafslund on Omnipaque has caused some frictions among drug-industry observers.

"Even though in their field they are at the top, they are a one-product company," says Mr Ian Broadhurst, an analyst at the London office of BNP Securities, the French bank.

Another negative thought some people have about Hafslund is that it shares a chairman - in the shape of Mr Terje Mikalsen - with Norsk Data, Norway's biggest computer company. Norsk was once thought of as a high flyer but came crashing to earth last year after a succession of financial and management problems.

Mr Aaser scores any talk of comparisons between Norsk and Hafslund, where Mr Mikalsen has a non-executive role and is the biggest shareholder with a stake of 16 per cent.

"In computing, the pace of technical developments means that companies can be taken by surprise. In pharmaceuticals that is not the case. We are very different businesses."

Vaduz bank group rises to Sfr45m

By John Wicks in Zurich

BANK IN Liechtenstein, the Vaduz-based group which last year took over GT Management of the UK, has reported an 8.6 per cent rise in 1989 net profits to Sfr44.9m (\$28.8m).

The bank, which is controlled by a foundation of the Liechtenstein royal family, recorded a balance-sheet total up 20 per cent to Sfr6.5bn.

Consolidated assets are put at Sfr7.5bn against Sfr5.4bn.

The takeover of GT led to a sharp rise in the level of clients' assets under management.

GT alone booked a 46 per cent jump in managed assets between April 1 and December 31 to \$8.25bn (\$10.5bn), its pre-tax profits for the period rising 81 per cent to \$6.82m.

For the parent, the surplus from balance-sheet business rose 9 per cent to Sfr65.4m and net brokerage commissions 31 per cent to Sfr41.3m.

Earnings from trade in foreign exchange and precious metals went up 17 per cent to Sfr14.3m.

It expects to pay an unchanged dividend of 12 per cent.

Sanofi increases earnings by 20% with strong sales

By William Dawkins in Paris

SANOFI, the French pharmaceuticals group controlled by the Elf Aquitaine oil producer, yesterday announced a 17.7 per cent increase in sales to FF17.15bn (\$3bn) for 1989.

The group estimated that last year's net profits would come out at between 20 per cent and 25 per cent above the FF977m achieved in 1988.

Stripping out the impact of acquisitions made during the year, the turnover rose at an underlying 8.4 per cent to

FF15.83bn, the group said.

Sales growth was slower in the second half, an underlying 6.6 per cent up from the same period of the previous year.

The perfumes and beauty products division, which embraces Yves Rocher, Nina Ricci and Van Cleef & Arpels, put in the fastest underlying growth, with a 12.3 per cent increase in sales. The bio-activities division was the slowest growing, with an underlying 6.3 per cent sales increase.

Cash injection for ArianeSpace

By William Dawkins

ARIANESPACE, the European spacecraft consortium, which launches more than half the world's commercial satellites, yesterday increased its capital by FF1.05bn (\$185m) to fund growth and diversification.

The cash will be used to develop small satellite launchers, manned spacecraft and to support ArianeSpace's campaign to be the operator of the future European space shuttle, Hermes, which is expected to come into operation at the end of this decade, said officials.

The funds come from the 50 founding investors of ArianeSpace, which is 58 per cent owned by French interests and

20 per cent in West German hands.

The money is being raised by a new holding company, ArianeSpace Participation, which owns 95 per cent of the original operating group and is controlled by the same shareholders. This is the biggest equity raising exercise since ArianeSpace's formation in 1978.

Meanwhile, the group yesterday welcomed two new industrial investors and made small changes to the ownership structure. Italy's Fiat Aviation is joining the five Italian industrial investors in the original ArianeSpace operating company.

Italy is nearly doubling its stake from 3.6 per cent to 7 per cent, to reflect the greater role played by Italian companies in the production of the Ariane 4 and Ariane 5, the latest generations of the group's spacecraft.

Société Nationale des Poudres et Explosifs (SNPE), the French explosives producer, has also taken a 1 per cent stake in the operating group.

SNPE will work with BPD Difesa e Spazio, its Italian counterpart and owner of 4.5 per cent of ArianeSpace's capital, to produce solid fuel for Ariane 5's rocket boosters.

NEW ISSUE

This announcement appears as a matter of record only.

February, 1990



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Investment Banking

SAINT-GOBAIN

SAINT GOBAIN IN 1989
ANOTHER YEAR OF GROWTH

The Group profited in 1989 from a favourable environment in almost all of its activities. It was therefore able, at the same time to increase profits, to raise investment to a record level and to develop by external growth.

Based on present estimates presented to the Board of Directors held on January 18, 1990, the key consolidated figures are as follows:

In millions of French Francs	1989 Estimated	1988	1987 Restated
Sales	66 000	58 875	54 502
Operating income	8 800	8 026	7 267
Income before tax and profit from the sale of non-current assets	7 300	6 465	5 335
Net income from consolidated subsidiaries	5 000	5 061	3 489
Net income	4 300	4 044	2 523
Net income, excluding profit from the sale of non-current assets	3 800	3 077	2 129
Resources from operations (cash flow)	8 200	7 105	6 207
Capital expenditure on plant and equipment	5 200	5 367	3 530
Total investment outlay	4 300	7 145	2 005

Sales increased by 12% and on a comparable basis by 9%. The Group has consolidated companies acquired recently, in particular Vetri (bottles, Italy), Stettner, TSL and Nuova Sima (industrial ceramics, Germany, Great Britain and Italy), Eurocoustic and Glasulid (insulation, France and Denmark), and SISA (cardboard packaging, Italy).

These sales are split: France internal market 30%, exports from France 12%, other European Countries 37%, the Americas 21%.

Operating income has increased by 10%. It is stated after the depreciation charge (MFF 3 700) which has increased by 20% following the major capital expenditure programmes in recent years and a charge for provisions (MFF 900).

Income before tax and profit from the sale of non-current assets has increased by 13%. It is stated after interest expense (MFF 1 200) and non-operating costs (MFF 500) close to those of last year.

Profits from the sale of non-current assets have dropped sharply (MFF 600 against MFF 1 114 in 1988.) The income tax charge (MFF 2 800) has increased by 13%.

Net income, after deduction of minority interests in Group subsidiaries, has increased by 6% and, excluding capital gains by 17%.

Earnings per share based on the number of shares issued at December 31, 1989 (62 056 010 shares) are FF 69.3 against FF 70.4 for 1988. Excluding capital gains they are FF 58 per share against FF 53.6 in 1988.

Capital expenditure on plant and equipment increased by 16% over 1988. It demonstrates the continuous and considerable effort of construction and renewal of plants which the Group has successfully undertaken. The expenditure is largely covered by cash flow, which has increased by 15%.

In addition there are significant acquisitions of companies which have partly contributed to the growth of the Group. The financing of the acquisitions has been made with a limited increase in net indebtedness. Net indebtedness is some FF 9 800 million against FF 8 665 million at December 31, 1988 which ensures that it is kept to a satisfactory level in comparison with total net equity which is now above FF 30 000 Million.

A review of performance by geographical area shows a further increase in the contribution to net income realised by the French companies in the Group which now account for 44%, a percentage close to their contribution to sales. Other European countries contribute 36% and the Americas 20%.

All the industrial divisions have made positive contributions to net income. The Container, Insulation, Fibre Reinforcement and Industrial Ceramics divisions have again improved their performances. The Flat Glass and Pipe Divisions have maintained them at high levels. The Paper-Wood division has confirmed its return to a satisfactory level. Only the Building Materials division, due to the importance of its sales in North and South America, has a slight decline in profits compared with the previous year.

The progression of results in 1989, their better distribution by activity and by country, reflect the strengthening of the positions of Saint-Gobain. The forecasts made for 1990 confirm the benefit of the decisions taken in recent years and the development prospects of the Group.

Compagnie de Saint Gobain
Investor Relations Department
Tel (33) (1) 47 62 33 33

INTERNATIONAL COMPANIES AND FINANCE

Pinnacle West reschedules debt as MeraBank seized

By Roderick Oram in New York

PINNACLE West Capital, the embattled Arizona holding company, rescheduled \$650m of debt hours after MeraBank, its insolvent savings and loans subsidiary, was seized by federal regulators.

With assets of \$6.57bn but crippled by real estate losses, MeraBank is the largest thrift in Arizona and the fourth largest taken over by the US Government since the thrift crisis began in the 1980s.

Pinnacle West said the rescheduling saves it from filing for Chapter 11 bankruptcy protection and will enable it to inject the \$450m into MeraBank demanded by regulators.

The infusion will free Pinnacle West of its obligations to

MeraBank, allowing it to concentrate on Arizona Public Service, its original core electric utility business. That is the object of a takeover bid from PacifiCorp, a utility holding company serving seven western states. The bid is contingent on Pinnacle West detaching itself from MeraBank.

PacifiCorp has proposed a share swap worth about \$8 a share or \$700m in total, plus assumption of Pinnacle West's debt. The target was trading at about \$5 a share when the offer was launched in December and rose 4% to \$11 yesterday.

The seizure of MeraBank appeared to surprise Pinnacle West. It thought it had settled its differences with regulators

by injecting \$300m in cash and \$150m in a 12-year note.

However, regulators said they acted because management jeopardised the thrift's health by breaking regulations and using unsafe practices. It lost more than \$200m in 1988 and \$190m in the first nine months of last year. It is expected soon to report further write-offs of around \$300m for bad real estate loans in the fourth quarter.

MeraBank was solvent on November 30 by public accounting rules, but regulators said if goodwill was excluded it had a negative tangible net worth of \$337.4m. Pinnacle West paid \$21m for MeraBank in 1988.

Hilton delays plans for takeover and reshape

By Anatole Kalesky in New York

HILTON Hotels, the big Beverly Hills-based hotel and gaming company, said yesterday it was putting off a decision on any of the takeover and restructuring proposals which had been submitted to the company's board.

The company's postponement of a restructuring decision came as a heavy blow to Wall Street's increasingly hard-pressed takeover speculators.

Hilton's share price fell 4% to \$74 immediately after the announcement and other takeover stocks fell in sympathy after the brief rebound they had enjoyed on Wednesday.

At yesterday's low prices, Hilton stock was almost 25 per cent below the \$75 level at which it traded only two weeks ago.

HK bank may buy Lloyds Canada

By Bernard Simon in Toronto and David Lascelles in London

THE Hongkong and Shanghai Bank is a potential buyer of the loss-making Lloyds Bank Canada - a deal that would make it by far the largest foreign bank in Canada.

The bank has confirmed its interest in the Lloyds operation though it stresses it is only tentative at this stage.

Lloyds Bank of Canada is the former Continental Bank which was acquired by Lloyds Bank, the UK clearing, for \$200m (US\$160m) in 1986 when it was in trouble. However the acquisition has not been a success, and it has been evident for some time that Lloyds is a willing seller, though it will not confirm this.

Lloyds Bank Canada has assets of \$4.9bn and is the country's third biggest foreign-owned bank. It has 54 branches and has concentrated on the upmarket retail and mid-sized corporate markets.

The British bank put several of its own people, including a new chief executive, into the senior ranks of its Canadian subsidiary. One former senior employee says the British bank gave less attention to Lloyds Canada than it needed.

Lloyds Canada suffered a loss of \$38.5m in fiscal 1988, by far the most of any foreign bank. This was due to three one-off adjustments, namely higher provisions on old problem loans, a write-down on part of the bank's investment portfolio, and an increase in Third World debt provisions. The bank says its operational performance last year was

close to that of 1988, when it posted a small profit of \$32.2m. Its net asset value - a clue to the possible sale price - was about \$220m at the end of October.

Hongkong Bank of Canada, controlled by Hongkong & Shanghai Banking Corp, is also the product of a 1986 takeover of a troubled domestic bank, in this case Bank of British Columbia. Hongkong Bank has assets of \$5.4bn and earned \$34.5m in the year to Oct 31 1989. The bank has been particularly successful in catering to Asian immigrants and investors in Canada.

The attraction of Lloyds for Hongkong Bank is that it would provide an entrance to the central Canadian markets around Ontario, expanding its

existing strength on the West Coast.

An acquisition would also mark a further shift in the Hong Kong bank's asset structure towards the North American market at a time when it is expanding its presence outside Hong Kong. However, it has already achieved its goal of having 30 per cent of its assets in North America through its ownership of the Marine Midland Bank in New York state, and this might curb its appetite for fresh business in Canada.

Any deal is not thought likely to affect Hongkong Bank's plans for an eventual merger with the Midland Bank of the UK, where it owns 14.9 per cent, though no decisions have yet been made on this.

Bank sues Campeau for default

By Robert Gibbons in Montreal

THE BANK of Montreal is suing Mr Robert Campeau, head of the troubled Campeau Corporation, for defaulting on a US\$21.2m personal loan.

Mr Campeau borrowed the money two-and-a-half years ago to help finance the purchase of Campeau's holding shares and debentures. He pledged 425,000 Campeau shares and about US\$15m of debentures as collateral.

The conditions were similar to a loan of \$450m made by

the National Bank of Canada to Mr Campeau at about the same time. National Bank has seized Mr Campeau's collateral of 13m Campeau Corp common shares, 4m preferred shares and \$50m of debentures.

Mr Campeau has defaulted on both loans following financial problems after he took over Allied Stores and Federated Department Stores in the US. He owes the Bank of Montreal US\$585,000 in back interest.

Federated and Allied stores, whose chains include some of the best-known US department stores, filed for protection from creditors under the US Bankruptcy Code last month after an unsuccessful battle to alleviate a crippling debt burden.

The two groups, both wholly owned subsidiaries, said they were filing for Chapter 11 protection "to preserve operational strength and assets while the corporate debt is restructured."

Georgia Gulf faces cash offer

By Alan Friedman

NL INDUSTRIES, the Texas chemicals company, controlled by Mr Harold Simmons, the corporate raider, is to launch a cash tender offer of \$45 per share for Georgia Gulf, a leading integrated chemicals producer.

The planned offer, to be made in the next four days, has sent Georgia Gulf's share price up by 44% since it was announced on Tuesday. Yesterday the company's shares stood at \$40.

Georgia Gulf, 35 per cent owned by management and employees, is unlikely to favour the NL move. Last November the company rejected a \$60 per share offer, worth \$1.2bn, from NL.

As a defence, Georgia Gulf is completing a cash-and-equity recapitalisation that will see the company going heavily into debt in order to pay out a special dividend to its shareholders.

Compaq stock rises as sales top forecast

By Louise Kehoe in San Francisco

HIGHER than anticipated fourth-quarter earnings at Compaq Computer, the Texas-based personal computer manufacturer, boosted the company's stock price yesterday by 3% to \$79.

Compaq reported sales of \$2.9bn for 1989, up 29 per cent from 1988 sales of \$2.2bn. Net income rose to \$335m, an increase of 31 per cent over 1988 when the company earned \$255m. Earnings per share rose from \$7.76 to \$8.37.

Sales for the fourth quarter were \$788m, an 18 per cent increase over the \$668m of last time.

Net income for the quarter was \$78m or \$1.84, down 14 per cent from the \$92m or \$2.18 in the fourth quarter of 1988. The earnings dip in the quarter had been anticipated, and most analysts had expected lower earnings.

"In 1989 the US personal computer market experienced a slowing growth rate," said Mr Rod Canion, president and chief executive. "However, significant new products combined with strong growth in European and international sales made 1989 a good year for Compaq."

Sales in Europe and international sales grew 22 per cent and exceeded \$1bn for the first time, Mr Canion said. North American sales rose by 24 per cent.

The fourth-quarter earnings decline reflected the slowing growth rate of the personal computer market, combined with increased expenses related to Compaq's entry into the computer systems business with its recent introduction of the Systempro product line, the company said.

"We expect this slower market growth to continue in 1990," Mr Canion stressed.

Gannett lifts income in final period

By Alan Friedman in New York

GANNETT, one of the leading US media and newspaper conglomerates, yesterday unveiled an 8.1 per cent rise in fourth quarter net income, to \$127.4m, or 79 cents per share.

The fourth-quarter results, achieved on expectations, were achieved on \$988.6m of revenues, which were up 7 per cent.

Mr John Cunley, Gannett's chairman, said the earnings rise, which came in spite of a weakening economy, reflected the company's diversified activities.

These include USA Today, the tabloid newspaper which claims to have a readership of more than 8m on circulation of 1.7m.

Gannett said it could not reveal USA Today's exact 1989 revenues, which are thought to be in the \$300m to \$350m range.

In other holdings include 51 other daily papers, outdoor advertising and 10 television stations and 16 radio stations.

Gannett said fourth-quarter earnings included a special non-taxable gain of about \$30m from the sale of a newspaper in Santa Fe, New Mexico.

The company added the gain was offset by fourth-quarter operating and shutdown losses of more than \$30m from GTC Entertainment, an ill-fated television production partnership that Gannett is pulling out of.

The Washington-based company's full 1989 results, for a 53-week year, saw net income rising by 5 per cent to \$397.5m, or \$2.47 on total revenues up 6 per cent to \$3.5m.

On Wall Street, where several newspaper stocks were down, Gannett's price was marked 4% lower to \$40 1/2 yesterday morning.

be "carefully studying the Aristech/Mitsubishi proposal over the next few days."

Aristech, formerly the chemicals division of USX, said the agreement permitted the company "to continue to provide information to, and solicit proposals from, potential bidders other than Mitsubishi and the management group."

The Aristech agreement provides that, if the transaction is not completed, the company will "pay to Mitsubishi and the management group up to \$13m of actual, reasonable

expenses incurred in connection with the transaction."

Mitsubishi has also bought the process engineering and design division of the New York-based Chemtex, paying, with Chemtex management, some \$30m. Our Financial Staff adds.

The division, which supplies technology, equipment and engineering services for synthetic fibre plants, accounted for more than 90 per cent of Chemtex's \$100m annual revenues. The sale includes Chemtex overseas affiliates and offices in Tokyo, Bombay, Düsseldorf and Peking.

Operating earnings in 1989 rose to \$583.9m from \$523.1m.

For the full year net profits were \$283.1m or \$7.01 against \$294m or \$7 a year ago. Net sales rose 5 per cent in 1989 to \$10.04bn from \$9.55bn.

Operating earnings in 1989 rose to \$583.9m from \$523.1m.

Marriott profits suffer in restructuring exercise

By Karen Zagor in New York

MARRIOTT, the big US hotel chain, yesterday reported negligible fourth-quarter profits, as restructuring charges negated strong earnings from continuing operations.

The company is selling its airline catering, fast-food and family restaurant businesses and streamlining its management to concentrate on its core lodging and food service operations.

Mr Bill Marriott, chairman, said: "With restructuring behind us, we believe we can grow at 15 to 20 per cent per year from our 1989 profit base for continuing operations."

Net income in the December quarter was \$1m or 1 cent a share, against \$65m or 56 cents in 1988. Sales in the quarter rose 19 per cent to \$2.52bn, while operating income fell to \$37m from \$157m.

Excluding a divestiture gain, restructuring charges and write-offs, earnings per share from continuing operations jumped 24 per cent in the 1989 quarter.

In the full year net income was \$177m or \$1.58, against \$225m or \$1.95 a year earlier, on sales of \$7.54bn compared with \$6.82bn.

Excluding extraordinary items, per-share earnings from continuing operations advanced 10 per cent in the latest year.

Chubb expands despite California earthquake

CHUBB, the US casualty and property insurance company, yesterday reported strong earnings for the fourth quarter and year in spite of heavy catastrophe losses in the second half following the earthquake in northern California, writes Karen Zagor.

For the three months ended December 31, net income was \$107.1m or \$2.44 a share, against \$81.9m or \$2 a year earlier. For the full year, net earnings were \$420.5m or \$9.33, compared with \$358.6m or \$8.55 the previous year.

Catastrophe losses for the year were \$89.5m, of which \$73.5m were incurred in the

second half of the year. In the fourth quarter alone, catastrophe losses amounted to \$81.5m.

The company reported a property and casualty post-tax underwriting loss of \$25m in the year, against income of \$15.8m in 1988.

Net premiums written in 1989 slipped 1 per cent to \$2.7m. The combined loss and expense ratio, after dividends to policyholders, was 101.5 per cent for the year, compared with 99.3 per cent a year ago.

Post-tax investment income for 1989, excluding life and health insurance operations, rose 15 per cent to \$345.1m from \$300.7m.

Noranda Forest goes into reverse

By Robert Gibbons

NORANDA Forest, the forest products arm of the big Canadian resource group Noranda, felt the impact of price discounting in newsprint and the higher Canadian dollar in 1989.

Net profit was \$319m (US\$190m) or \$1.72 a share, down 26 per cent from \$428m or \$3.52 a share in 1988, on revenues of \$3.49bn, up 3 per cent.

Fourth-quarter earnings were \$37m or 23 cents a

share, down 57 per cent from \$85m or 16 cents a share a year earlier, on revenues of \$1.1bn, down 8 per cent.

Weak markets for newsprint in North America extended to other paper grades, especially in the fourth quarter. The Canadian dollar rose about 4 per cent in 1989 against US currency, while higher interest rates reduced profits by about \$45m for the full year.

The results include Noranda Forest's share of Macmillan

Bleedel and several Eastern Canada subsidiaries.

Canada's Pacific Forest Products is shutting indefinitely one of five newsprint machines at its big Gatineau mill near Ottawa because of slow markets. About 100 workers will be laid off.

In addition Abitibi-Price is reviewing all its operations to cut costs and narrow its focus. Earnings declined severely in 1989 and the quarterly dividend rate has been halved.

Bethlehem Steel in 24% fall

By Anatole Kalesky

BETHLEHEM Steel, the second largest US steelmaker, suffered a sharp decline in profits and sales in the fourth quarter. However, the company's results were better than the increasingly bearish consensus of analysts on Wall Street had estimated.

Bethlehem made net profits of \$50m or 58 cents a share in the fourth quarter. This represented a 24 per cent decline from the \$66m or 79 cents reported a year earlier.

In 1989 as a whole the company made net profits of \$246m or \$2.38 a share, 39 per cent down on a \$403m or \$3.32 reported in 1988.

American Barrick beats output target

By Kenneth Gooding, Mining Correspondent

AMERICAN Barrick Resources, the Toronto-based mining company, beat its gold production target for 1989 by a wide margin. Output reached 497,837 troy ounces of gold, compared with 341,000 ounces in 1988 and a target of 340,000.

The substantial increase in production coupled with Barrick's price hedging programme helped lift the company's net income for the year to \$273.3m from \$243.7m in 1988. Fourth-quarter net income declined to \$27m from \$27.2m during the 1988 period.

Barrick realised an average price of \$436 an ounce on gold sales totalling 472,452 ounces last year, against the New York Commodity Exchange average price of \$382 an ounce. Its cash costs averaged \$307 an ounce, up from \$280 in 1988.

The company expects to boost gold output to 565,000 ounces this year and has hedged about 55 per cent of it at an average minimum price of \$421 an ounce. Barrick says that, should the gold price rise strongly, it has retained 75 per cent of the upside potential to \$507 an ounce and 56 per cent above \$507.

Revenue in the past year was \$206.1m, up from \$147.5m. Barrick's 1989 net income book account of special charges totalling \$12.7m.

Chubb expands despite California earthquake

By Karen Zagor in New York

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Post-tax investment income for 1989, excluding life and health insurance operations, rose 15 per cent to \$345.1m from \$300.7m.

Mitsubishi avoids embarrassment as Aristech gives go-ahead

MITSUBISHI Corporation, the Japanese trading house, was yesterday celebrating the approval of its proposed leveraged buy-out of Aristech Chemical of the US, approved by the board after Mitsubishi increased its offer from \$65 to \$87 per share.

The buy-out, now valued at \$80m, had threatened to become an embarrassment for the Japanese company, which had initially expected almost immediate approval, when Huntsman Holdings, a US plastics and chemicals company, announced plans to offer at

least \$77 per share if given further time to prepare a bid.

Under the accepted proposal, Mitsubishi and Aristech management will establish a new company with capital of \$200m for the leveraged buy-out, the first undertaken in the US by a Japanese company. Aristech management will take 12.5 per cent of the capital and Mitsubishi the remainder.

A syndicated loan, led by two banks in the Mitsubishi family, will cover the financing needs.

Mitsubishi, which had twice extended the deadline on its plan and

had not wanted to get involved in a protracted fight for the company, issued a statement yesterday saying it would begin a tender offer for Aristech shares within five business days.

Mr Jon Huntsman, the chairman of Huntsman Holdings, said the company and GE Plastics, a subsidiary of General Electric and Huntsman's proposed partner, were "very disappointed with the manner in which the Aristech board of directors proceeded in this instance."

He said the two companies would

be "carefully studying the Aristech/Mitsubishi proposal over the next few days."

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Operating earnings in 1989 rose to \$583.9m from \$523.1m.

Flat earnings for General Dynamics

GENERAL Dynamics, the second biggest US defence contractor which produces the F-16 fighter, has reported record annual sales and essentially flat earnings for the year, writes Karen Zagor.

The company, which is bracing itself for a downturn in the face of proposed cuts in defence spending, said fourth-quarter net income slipped about 3 per cent to \$28.3m or \$1.98 a share from \$28.3m or \$2.03 in the 1988 quarter. Revenues rose 6 per cent to \$2.63bn from \$2.49bn.

For the full year net profits were \$283.1m or \$7.01 against \$294m or \$7 a year ago. Net sales rose 5 per cent in 1989 to \$10.04bn from \$9.55bn.

Operating earnings in 1989 rose to \$583.9m from \$523.1m.

Netherlands to scrap tax on bourse turnover

By Deborah Hargreaves

THE DUTCH Government is to abolish the bourse turnover tax from July 1 this year, Reuters reports.

By scrapping the tax, which levies a maximum of 11.1% on bourse transactions, the Government is responding to demands by the Dutch securities industry to remove a substantial hurdle in its efforts to turn Amsterdam into a leading international financial centre.

The abolition of the tax coincides with the scrapping, already announced, of fixed bourse commissions.

The Amsterdam Stock Exchange yesterday welcomed the planned move.

"This will have the effect of reducing the cost of investing in securities. As such, it is in the interest of Amsterdam as an internationally competitive financial centre and will be of particular benefit to the investor in the Netherlands," the bourse said.

The scrapping of the bourse tax is one of a series of measures introduced or planned by the financial industry to make Amsterdam more attractive as a financial centre.

"The Amsterdam stock exchange association expects Amsterdam to be able to win back a large part of the trade volume it has lost to London and this will improve market liquidity for investors," the bourse said.

It said the finance ministry compensated for the loss of revenue, generally estimated at around 1.90m a year, by scrapping an issue fee payable to the securities trade on government bonds.

Monaco bank asks court to appoint receiver

By Deborah Hargreaves

INDUSTRIAL Bank of Monaco, the small Monaco bank whose problems forced the French banking supervisory body to intervene in its operations on Monday, has applied to a court to suspend business, Reuters reports.

An official at France's Banking Commission said a *Monde* article should put the bank into receivership by today at the latest. He said the temporary administrator appointed by the Commission to run the bank had asked the court to decree a notice of payments default.

Commission officials have stressed that the bank's troubles did not affect the stability of the Monaco banking system. The Commission temporarily closed the bank saying its financial situation had seriously deteriorated because of what it called adventurous operations and the large sums to be set against doubtful loans on its books.

The bank closure, the first in 20 years in Monaco, was ordered by the Commission under a 1963 treaty giving the French banking supervisory powers over the principality's banking system.

Judicial sources in Monaco, confirming the legal action started by the bank's temporary management, said that, once appointed, the official receiver would take several months to decide whether or not to wind up the bank.

Morgan to raise Nivard stake

By Deborah Hargreaves

J.P. MORGAN et Cie, the French arm of the US banking group, is to inject new capital into Nivard Financier, the Paris stockbroker it controls, taking its stake to 90 per cent from 49 per cent, writes George Graham in Paris.

Morgan originally planned to acquire Nivard Financier in stages, with its stake due to rise from 30 per cent to 49 per cent, and then to 60 per cent. This was in line with rules laid down by the Government to enable the French stock exchange to open up progressively to outside capital.

However, Morgan has discovered losses estimated at FF154m resulting from unsettled transactions and wants to recapitalise the broker. It is therefore proposing to acquire all remaining minority shareholdings for a token payment, except for 10 per cent held by Mr Jacques Nivard, executive chairman of the broker.

Amex starts trading in Nikkei warrants

By Deborah Hargreaves

THE AMERICAN Stock Exchange started trading in the latest of its range of warrants on Japan's Nikkei stock index yesterday when ten put warrants issued by Bankers Trust were introduced, writes Deborah Hargreaves.

The Amex already trades similar put warrants issued by Bankers Trust and Salomon Bros. The existing warrants use a fixed exchange rate in determining the settlement value while the Bankers Trust issue uses a floating yen/dollar rate. The warrants expire on January 16 1993.

Nationwide Anglia issue makes a difficult debut

By Deborah Hargreaves

THE Nationwide Anglia Building Society became the second UK building society to tap the sterling floating rate market yesterday, after Wednesday's deal by the Leeds Permanent with an issue for £150m of bonds lead-managed by Credit Suisse First Boston.

It was Nationwide's first market visit for two years.

However, the bond issue, which paid a coupon based on the three-month London inter-bank offered rate plus $\frac{1}{8}$, had a difficult market debut. For a start, CSFB found it hard to form a syndicate for a deal which many underwriters considered to be too expensive. Many market participants were shocked at a deal that they considered to be fixed at a "mimetic" level.

With a maturity set in February 1993, CSFB probably banked too heavily on investors paying a premium for a short-dated issue. But little demand materialised for the deal and it was moving extremely slowly yesterday.

Some market players believed CSFB ended up holding a lot of the bonds itself and was supporting the deal at a trading level of 98.90 to 99.50. CSFB itself admitted that the issue was tightly priced, but level of less 1.35 to 1.30.

The West German market saw the first Eurobond deal for Algeria's utility company Sonelgaz which issued DM150m of bonds to a less than enthusiastic reception. The deal was trading at less 2% bid late yesterday and attracted some French buying at a level of less 2%, but overall the bonds sold slowly. The bonds offer an attractive 10.23 per cent yield over the relevant government bond for the retail investor.

The Council of Europe's issue of Y25bn Eurobonds, managed by Daiwa, was trading well at less 1.55 to 1.45. In spite of its short first coupon, it was not targeted at the Japanese market and attracted a mix of European buyers.

Two deals in Finland were brought to the market yesterday in a bid to attract foreign buyers into the Finnish bond market which has been closed to them since June 1985.

INTERNATIONAL BOND ISSUES

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INTERNATIONAL CAPITAL MARKETS

Treasuries fall despite weak purchasing report

By Janet Bush in New York, Martin Dickson in London and George Graham in Paris

US TREASURY bonds slipped back by yesterday's midsession in a reaction to Wednesday's sharp gains in spite of a report from US purchasing managers saying that the economy declined sharply in January for

GOVERNMENT BONDS

the ninth consecutive month. At midsession, the Treasury's benchmark long bond was quoted 4 1/2 point lower for a yield of 8.46 per cent. The national report from US purchasing managers said the rate of decline in economic activity in January was the greatest since December 1982. The managers' index fell sharply to 45.2 per cent from 46.7 per cent in December. The weakness in the national report confirmed the softness in a report on Wednesday from purchasing managers in the Chicago area. The national report said there was a sharp fall in new orders, that employment declined for the eleventh consecutive month and that the inventories index was the lowest since December 1986. Prices declined for the eighth consecutive month but the rate of decline was the lowest since May 1989.

One reason for the market's relatively weak tone was news of a 28,000 decline in initial claims for unemployment benefit, a weekly figure which is closely watched because it provides an early hint for the monthly employment release due today.

On Wednesday, the bond market rallied in spite of testimony on the previous day by Mr Alan Greenspan, Fed chairman, saying explicitly that he thought the chances of a recession were low.

The present dynamics of the market are clearly technical and yesterday's modest declines were attributed mostly to profit-taking after Wednesday's full-point rally at the long end of the yield curve.

WEST GERMAN Government bonds ended the day marginally higher than overnight levels after an early morning rally petered out in later trad-

BENCHMARK GOVERNMENT BONDS									
	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago	Year ago	
UK GILTS									
10.000 4 1/2	9/15	94-15	+0.25	12.11	12.50	11.46			
10.000 5 1/2	9/15	95-00	+0.25	11.29	11.15	10.58			
10.000 6 1/2	9/15	96-11	+0.25	10.59	10.17	9.28			
US TREASURY									
7.875 11/15	8/15	93-08	+0.02	8.44	8.32	7.92			
8.125 8/15	8/15	94-12	+0.02	8.46	8.38	7.92			
JAPAN									
No 119 4.000 8/90	8/90	98.7495	+0.572	5.57	5.51	5.72			
No 2 5.700 3/07	3/07	95.0558	+1.008	6.30	6.40	5.98			
GERMANY									
7.125 12/98	12/98	96.2700	+0.070	7.68	7.72	7.46			
FRANCE									
BTAN 8.000 10/94	10/94	91.4948	+0.030	10.35	10.28	10.21			
OAT 8.125 5/98	5/98	90.7500	+0.010	9.88	9.56	9.50			
CANADA									
OAT 9.250 12/96	12/96	95.4000	+0.200	9.59	9.51	9.58			
NETHERLANDS									
7.500 11/90	11/90	94.7200	+0.020	8.30	8.26	8.02			
AUSTRALIA									
12.000 7/89	7/89	94.9005	-0.105	12.78	12.75	12.92			

London closing, "quotes New York morning session. Prices: US, UK in 32nds, others in decimal. Yield: Local market standard.

Source: The Japan Securities Dealers Association (JSDA) has issued guidelines to make the management of tokkin funds, or special money trusts, more transparent, Reuters reports.

The finance ministry asked the industry group in late December to tighten its self-regulatory practices after concluding that it was too easy for securities houses to use tokkin funds to buy and sell stocks to guarantee returns.

Tokkin are theoretically managed by investment management companies or by financial institutions, such as companies or financial institutions, with trust banks acting as custodians. But in practice, the investor will often entrust the money to a brokerage to manage at will.

The guidelines say that investors wanting to open a tokkin account must be listed on a Japanese stock exchange or registered with the over-the-counter market.

Corporations investing in tokkin should have a tokkin fund manager on their staff with at least five years experience, while financial institutions would be required to have ¥50bn in deposits and savings, the JSDA said.

An existing account with realised or potential losses of 10 per cent or more would be placed on a brokerage watch list and if it were still on the list after three months, details would be reported to senior officials of the company managing the account and the investor.

The ministry has already asked for checks on tokkin involving three levels of management at brokerages and reports to ministry officials every six months.

Under the guidelines, investors should be asked to submit written promises not to ask securities firms for guaranteed returns, the JSDA said.

The JSDA's new measures, however, will now formulate in-house rules and submit them to the ministry for approval.

Tokkin funds and fund trusts, which are similar, but managed instead by the trust banks, together are worth about ¥41bn.

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Spain streamlines debt markets

Peter Bruce on the latest drive to upgrade Madrid as a capital centre.

The Spanish Government is planning to issue the country's first Ecu-denominated bond - worth Ecu500m - later this month as part of a determined new drive to balance its public debt structure and to modernise Spain's capital markets.

Mr Manuel Conthe, director general of the Spanish Treasury, also confirmed in an interview that the Treasury would now consider allowing non-supranational foreign institutions to issue peseta-denominated bonds, so-called Matador bonds, and that it planned to streamline the current slow process of withholding tax on Government bonds held by non-residents.

Mr Conthe also hinted that a rule imposed in early 1987, whereby interest is not paid on convertible peseta deposits worth more than Ptas1m, was being reconsidered. The Treasury was now expected to help stem the flow of speculative capital into Spain, which was then suffering interest rates above 20 per cent.

The moves came as the Government appears to be having some success in its effort to cool the economy and Mr Conthe implied that the capital controls imposed in 1987 and last year which did not directly contribute to dampening consumer demand and credit may soon become redundant.

The Government has already stopped insisting that local banks deposit 20 per cent of any money they borrow abroad in non-interest bearing accounts with the Bank of Spain. A similar rule still applies to corporate and private borrowers who have to deposit 30 per cent of the foreign loan with the central bank.

At the same time, though, the Government and the Bank of Spain worry about how to finance Spain's spiralling current account deficit, which quadrupled last year to reach \$15.6bn or 3.5 per cent of GDP.

For the past two years, much of the foreign capital inflow that has helped cushion the deficit has been speculative. The Government, by modernising and liberalising its debt instruments, is clearly trying to ease a highly-distorted payments burden.

The Treasury uses four principal instruments: Pagarés del Tesoro;

short-term low interest promissory notes used mainly to attract undeclared income. There is constant debate about whether to phase them out. Pagarés del Tesoro (Treasury bills): highly popular among foreign investors, they have become in just two years, the most sought after issues in the Treasury's armoury.

Bonos del Estado (Treasury notes) and Obligaciones del Estado (Treasury bonds): traditional medium and long-term bonds subject to a 25 per cent withholding tax upon coupon payments. Capital gains tax is paid in the country of residence.

May, two months after the Government had imposed a withholding tax on Letras, the volume of Letras in non-resident hands rose to a record Ptas30bn. It has fallen again to Ptas13bn by mid-January. Meanwhile, outstanding Treasury notes and bonds in non-resident hands has risen in volume from Ptas10bn to Ptas51bn in the last 12 months.

Auctions of three-year bonds towards the end of the year were disappointing, however, in spite of a rise in yields to 13.53 per cent in December, well above the rate on Letras, which had fallen to 13.07 in December from 14.42 per cent.

Mr Conthe said the Treasury had waited until now to enter the Ecu bond market because it did not want to appear to contradict the restrictions placed on private borrowing placed a year ago. He said at least two Ecu issues would be made this year. Entering the Ecu market, he said, had also assumed political significance since Prime Minister Felipe Gonzalez was keen to demonstrate Spain's commitment to monetary integration in the European Community following the peseta's entry into the exchange rate mechanism of the European Monetary System last summer.

He could not, he said, be specific about future issues of Matador bonds, the first of which was issued by Eurofin in June 1987. Since then, some 38 borrowers - all supranational bodies of which Spain is a member - have issued straight Matadores worth more than Ptas200bn. The biggest borrower has been the European Investment Bank, with seven issues, one worth Ptas10bn in 1988.

Matadors now compete with Government bonds and the Treasury's decision to allow new institutions to issue them has yet to be tested. Last year two non-supranational offers of three-year Matadors in the Euromarkets were withdrawn when Madrid disapproved. The Spanish are clearly going to be careful about who they allow in to the Matador club.

In most cases, this last amount is 15 per cent, and 13

last spring. The absence of buyers may be cyclical, but the Treasury is not taking any chances. To make the shift from short to long-term easier and more attractive to foreigners, Mr Conthe wants to cut out long delays in the deduction of withholding taxes on notes and bonds. At present the Spanish deduct 25 per cent and if the buyer lives in a country with which Spain has a double taxation agreement they can then apply for repayment of the difference between the 25 per cent and an amount agreed in the tax treaty.

To a certain extent, moves to lower interest paid on Letras is working. At the end of last

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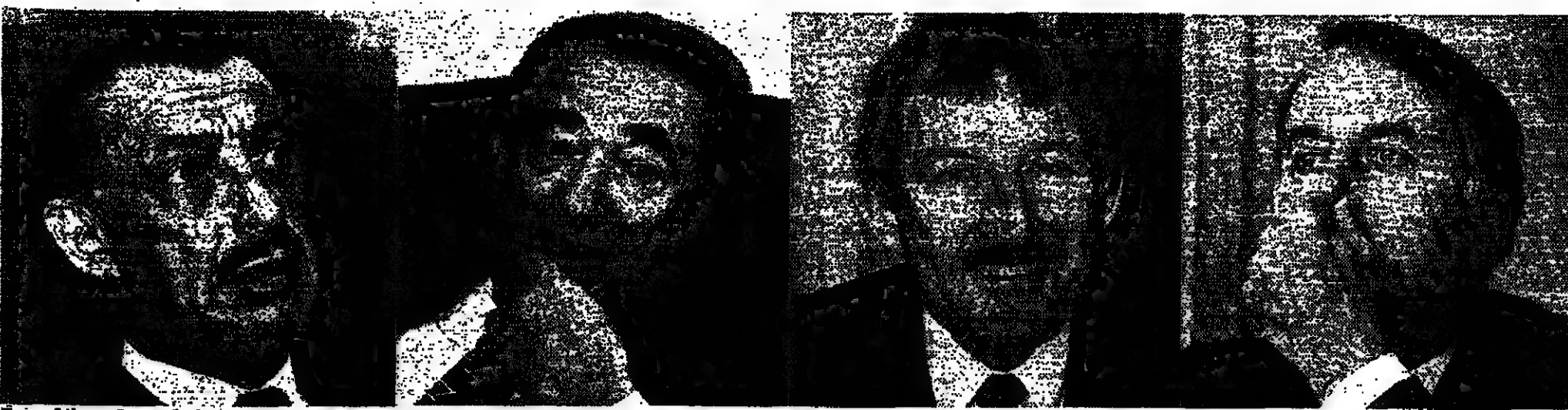
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FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS										
Thursday February 1 1990										
& SUB-SECTIONS										
Figures in parentheses show number of stocks per section										
	Index No.	Day's Change %	Est. Earnings Yield (Max.)	Gross Div. Yield (Act vs 25%)	Est. P/E Ratio (Net)	ad. adj. to date 1990	Index No.	Index No.	Index No.	
1	CAPITAL GOODS (263)	893.97	+0.1	12.71	4.77	9.59	1.34	892.44	893.38	897.87
2	Building Materials (27)	1186.94	+0.5	14.39	5.14	8.72	0.36	1185.13	1186.98	1187.22
3	Contracting, Construction (36)	1514.88	+0.3	16.58	5.21	9.99	0.14	1513.96	1514.31	1514.07
4	Electricals (10)	2591.28	+0.2	18.12	4.89	12.18	0.12	2590.48	2591.28	2591.28
5	Electronics (30)	1929.35	+0.3	9.29	3.73	13.92	0.74	1928.00	1929.44	1929.44
6	Engineering-Aerospace (8)	456.44	+0.4	13.25	4.84	9.27	0.04	454.99	455.80	454.54
7	Engineering-General (45)	476.57	+0.1	11.74	4.92	10.28	0.34	474.91	475.21	475.02
8	Metals and Metal Forming (6)	446.71	+0.1	25.27	4.44	4.47	0.01	446.45	446.45	446.45
9	Motors (16)	381.64	+0.2	13.89	5.51	8.44	0.09	381.01	381.71	382.67
10	Other Industrial Materials (25)	1686.78	+0.1	10.85	4.48	11.47	3.00	1686.44	1686.58	1686.58
11	CONSUMER GROUP (177)	1280.66	+0.1	8.81	3.71	14.18	2.10	1280.96	1281.10	1286.58
12	Breweries and Distillers (22)	1509.78	+0.1	9.28	3.46	13.29	6.54	1509.91	1509.78	1513.37
13	Food Manufacturing (19)	1132.46	+0.7	9.46	5.90	15.16	1.78	1131.51	1132.46	1132.46
14	Food Retailing (16)	2334.32	+0.4	8.73	3.24	14.46	0.40	2334.01	2334.32	2397.21
15	Health and Household (13)	2483.34	+0.8	6.31	2.63	18.89	0.20	2483.30	2483.32	2545.09
16	Leisure (33)	1626.83	+0.2	8.27	3.44	14.89	0.51	1626.48	1626.48	1626.48
17	Packaging & Paper (13)	581.86	+0.5	12.08	5.35	14.45	8.98	578.77	578.77	578.77
18	Publishing & Printing (17)	1440.31	+0.3	8.21	4.91	14.83	28.50	1439.13	1440.31	1440.31
19	Stores (31)	781.47	+0.1	11.16	4.81	11.66	0.88	781.13	779.58	794.46
20	Textiles (13)	513.76	+0.5	11.25	5.84	10.78	0.86	512.29	517.79	519.49
21	OTHER GROUPS (109)	1177.95	+0.4	10.85	4.73	11.84	0.50	1173.69	1174.26	1174.26
22	Agencies (16)	1531.28	+0.3	4.84	2.19	17.97	0.85	1526.50	1527.35	1533.99
23	Chemicals (22)	1197.99	+0.2	12.44	5.37	9.31	0.47	1198.44	1198.44	1198.44
24	Conglomerates (13)	1414.78	+0.2	11.13	6.07	10.54	0.90	1412.20	1412.99	1412.99
25	Transport (13)	2294.28	+0.1	10.52	4.18	12.11	2.88	2297.43	2297.43	2297.43
26	Telephone Networks (2)	1245.54	+0.4	10.21	4.12	12.73	0.80	1243.53	1244.46	1244.46
27	Water (10)	2920.86	+0.1	17.24	6.42	14.42	1.47	2919.44	2919.44	2919.44
28	Miscellaneous (27)	1883.92	+0.8	9.42	4.36	11.98	0.72	1882.11	1884.33	1884.33
29	FINANCIAL GROUP (483)	1166.36	+0.1	10.41	4.29	11.75	1.57	1164.11	1164.31	1168.09
30	Oil & Gas (7)	2445.17	+0.9	8.82	4.64	10.50	6.21	2423.24	2424.68	2377.12
31	500 SHARE INDEX (500)	2722.49	+0.9	10.18	4.34	12.14	1.75	2719.39	2722.44	2728.42
32	FINANCIAL GROUP (114)	854.23	+0.6	-	-	-	0.35	849.83	843.81	838.81
33	Banks (9)	918.02	+1.1	10.82	5.52	6.98	0.80	899.70	897.59	888.06
34	Insurance Life (7)	1443.49	+0.3	-	-	-	0.80	1438.74	1428.87	1427.55
35	Insurance (Investment) (7)	722.87	+0.4	-	-	-	0.00	714.45	717.22	716.83
36	Insurance (Brokers) (6)	1319.84	+1.1	6.48	5.53	28.54	8.00	1315.5	1314.27	1314.27
37	Merchant Banks (8)	481.53	+1.1	-	-	-	0.00	467.81	468.07	341.7
38	Property (49)	1188.78	+0.5	7.71	3.63	16.40	0.94	1183.23	1187.85	1190.29
39	Other Financial (28)	331.35	+0.5	12.72	6.36	10.31	1.44	332.65	332.97	333.34
40	Investment Trusts (68)	1293.43	+0.5	-	-	-	0.45	1271.49	1228.12	1225.97
41	Investment Trusts (25)	1319.35	+0.3	-	-	-	10.73	1317.41	1314.27	1295.35
42	ALL-SHARE INDEX (687)	1177.87	+0.8	-	-	-	0.56	1167.15	1163.24	1164.38
43	FT-SE 100 SHARE INDEX (100)	2345.1	+0.5	2355.4	2340.4	2317.1	2322.0	2328.1	2314.5	2289.0
44	FT-SE 250 SHARE INDEX (250)	2345.1	+0.5	2355.4	2340.4	2317.1	2322.0	2328.1	2314.5	2289.0

UK COMPANY NEWS



Four of the major, and often at odds, players in the Guinness Peat Group break-up drama: Lord Kissin (left), Robert Maxwell, Sir Ron Brierley, and Alastair Morton (right)

The selling of the rind of the jinx

David Lascelles on the final break-up of the Guinness Peat Group with Ron Brierley's offer for GPG

WHEN SIR Ron Brierley's offer for Guinness Peat Group yesterday, the City of London was treated to the rare sight of a target company's shares actually falling on news of a bid.

The shares shed 4p to 18p, below their nominal value of 20p.

It was a fitting anti-climax to one of the sorrier and more enduring tales of woe in the UK financial sector.

But though this prompted many people to dismiss GPG as a "jinxed company" best abandoned to its fate, the saga has stirred issues about shareholder rights.

GPG is all that remains of the Guinness Peat Group which, in the early 1980s, had ambitions to become a widely diversified financial services company with interests spanning the Atlantic.

Under its former chief executive, Mr Alastair Morton, since

become co-chairman of Euro-tunnel, it included merchant banking, stockbroking, fund management, insurance, property and consulting services, and even launched a cheeky bid for Britannia Arrow, one of the UK's largest unit trust groups.

But GPG was constantly racked by internal strife, mainly because of incompatibility between the abrasive Mr Morton, and the dogged Lord Kissin, the company's founder who still owned a sizeable stake.

The jinx tightened its grip in 1987 when Equitcorp, the fast-moving New Zealand conglomerate led by Mr Alan Hawkins made a successful bid for 61 per cent of GPG, prompting the departure of Mr Morton, and the entry of Mr Robert Maxwell, the publisher, with a 16 per cent shareholding.

Equitcorp proceeded to split GPG in two by giving off Guinness Mahon, its merchant

banking arm. But any further plans Equitcorp may have had were brought to an abrupt halt in early 1988 when it was overwhelmed by its own problems and forced into voluntary liquidation, amid allegations that it had tried to prop up GPG's share price by buying stock through a subsidiary.

Equitcorp's 61 per cent stake in GPG and Guinness Mahon passed into the hands of its bank creditors who were owed £100m, and set about trying to sell the stake to recoup their losses. The Guinness Mahon interest proved relatively easy to dispose of: it was bought last summer for £90m by Bank of Yokohama.

However, the remaining rump of GPG was more problematic.

It consisted of Fenchurch, the insurance brokers; Forstmann-Less, a US fund management firm; GM Capital Corporation, a US property company;

the Oregon-based Management Compensation Group; and Eagle Management and Trust, based in Houston. There was also a 14 per cent interest in Guinness Peat Aviation, the Irish aircraft leasing concern.

Though individually many of these companies were highly successful, they did not, as a whole, make an attractive selling proposition, so a break-up was proposed.

At the end of 1988, the Guinness Peat Aviation stake was sold. Last September, plans were put to shareholders for management buy-backs by three companies - Fenchurch, Forstmann-Less and GMCC.

The terms were a matter of much controversy: in the case of Forstmann-Less, for example, the proposed buy-back price was \$25m plus some deferred payment compared to the price of \$91m which GPG had paid for it only three years earlier.

Small shareholders mounted

a revolt, but the plans were voted through, mainly because the bank creditors, with 61 per cent, were keen to get GPG into a more saleable shape. Furthermore, the management of the subsidiaries were in a strong position because they were entitled to sever their contracts and claim large compensation if they did not get their way.

"The prices were insane", was the comment yesterday from a merchant banker who had been close to the negotiations.

But the sales have now enabled GPG to attract a buyer for what is left - two operations in the US and a £141m cash pile from the divestments - so in that sense they achieved their purpose.

However, because GPG was never more than a residue of a company in a state of constant upheaval, with its affairs dominated by bank creditors, it was never clear who was actually

looking after the shareholders' interests.

Uncharacteristically, the quietest shareholders included Mr Maxwell who appears to have been advised that this was one skirmish he could wisely avoid. But it was a costly experience. GPG's shares, which hit a high of 91p in 1987 with the Equitcorp bid, and traded at 50p after the split, hit a low of 15p late last year before recovering to 25p on recent rumours of a deal.

Ironically, the non-banking shareholders may now decide that it is in their best interests to hold on to their shares.

The bid price of 17p is barely above GPG's net asset value of 14.2p per share, and a re-invigorated management may be able to redeploy the cash pile to better advantage. But it will now be up to Sir Ron to prove that he can lay the GPG jinx to rest once and for all.

Buildings and equipment costs hold Domino to £4.71m

By Clare Pearson

COSTS OF new buildings and equipment resulted in Domino Printing Sciences, the ink jet printing specialist, reporting pre-tax profits of £400,000 lower at £4.71m in the year to October 31.

This was after interest payable of £269,000, against last time's receivable figure of £257,000. In addition, some £340,000 of interest charges were capitalised.

Domino spent some £7.5m on facilities during the year, moving to a single site from five locations in Cambridge. It also commenced a redundancy programme which gave rise to an £83,000 exceptional debit.

There was a £1.15m extraordinary gain relating to the sale of the old main plant. More recent sales of buildings are expected to reduce borrowing sharply from the year-end level of £8.2m.

Turnover rose to £37.98m (£33.83m). Operating profits were marginally ahead at £4.97m (£4.86m).

Gross profit of £16.31m (£16.08m) showed some growth after absorbing a 44 per cent increase. In technical service some cost cuts and a 30 per cent rise in research and development.

The US operation continued its recovery, the company said. By geographical area, sales were split: £17.2m (£6.3m) for the UK, £14.7m (£12.9m) for the rest of Europe, £10.84m

(£9.58m) for the US and Canada, and £2.67m (£2.57m) for the rest of the world. A discontinued business in midroom equipment accounted for the balance.

Earnings per share were 17.2p (£17.5p). The final dividend is increased to 2.5p, making 4p (£3.6p) for the year.

After alerting followers to growing competition from other players in its marketplace at the half-year stage, Domino said yesterday that sales had been better in the second half and there had been little impact on margins related to pricing pressures.

It reported that sales in the first quarter of the current year were showing 20 per cent growth on last year.

FMS Partners, the Cambridge-based investment concern formed last year and backed by AP Moller, the Danish industrial company, now holds 18.8 per cent of Domino's shares. Mr Neil Faulkner of FMS, the former chairman of Lazard Bank's development capital arm, joined the board in November.

Having been scared by stories of growing competition at the interim stage, Domino followers yesterday allowed themselves a few signs of relief when the company said neither sales volumes nor margins were yet feeling the squeeze. Nevertheless, Domino remains virtually a single-product concern operating in a market which is attracting quantities of new entrants and there's more than a chance competition will eventually bite. The City, in any case, views Domino with caution, having lived through a number of false dawns in the past. FMS Partners, of course, voted with its wallet last summer - since then the shares have fallen from about 25p to yesterday's close of 15p, so it is a good thing the investment company views itself as a long-term holder. Current-year forecasts are somewhat tentative but Domino might make about £5.2m, putting the shares on a prospective pie of just below 8p. The rating is not demanding; nor is it likely to become so.

FII-Fyffes rises 31% to £25m

By John Thornhill

FII-Fyffes, the Dublin-based fresh fruit distributor, yesterday reported a 31 per cent increase in pre-tax profits for 1989.

Taxable profits rose from £19.07m to £25.02m (£23.48m) on turnover 41 per cent ahead at £412.96m (£398.62m).

FII-Fyffes, Ireland's fifth largest public company, reported satisfactory trading in the year with the greater part of business coming from overseas. The company said it remained confident about its long-term prospects and forecast that it would make several acquisitions in the near future.

Fully diluted earnings per share grew by 21 per cent to 6.21p (£6.13p). The board has recommended a final dividend of 0.6747p making a total of 0.949p, an increase of 10 per cent.

During the year FII-Fyffes spent £235m on capital expenditure and £22m on acquisitions. Shareholders' funds at the year end were £101m (£90m).

Taxable profits of Churchbury Estates, a wholly-owned subsidiary of Greycoat, the property investor and developer, rose from £2.67m to £3.8m for the six months ended September 30 1989.

Gross rental income totalled £4.8m (£3.8m) and earnings amounted to £6.23p (£5.69p).

UPL declines to losses of £330,000

UPL Group, an importer, distributor and manufacturer of food products, swung from profits of £158,000 to losses of £330,000 pre-tax for the six months to end-July 1989.

Loss per 10p share emerged at 6.55p (earnings 2.71p) and the interim dividend is omitted - shareholders received 1p previously.

Turnover declined to £5.6m (£7.21m). The directors said this was due to a number of factors including a company closure and, to some extent, the hysteria scare in late spring which affected sales of pâtés and related products.

Losses were expected to continue in the second six months. For the 1989-90 year as a whole the Third Market company experienced a fall in pre-tax profits from £404,000 to £332,000.

37% rise at Thomas French

IN AN active year which included six acquisitions, Thomas French lifted pre-tax profits by 37 per cent, from £1.49m to £2.04m.

In the year to September 30 1989, turnover fell to £21.18m (£23.92m). Earnings worked through at 11.48p (6.42p) and the final dividend is 2.17p for a total of 3.62p (3.02p).

In recent years French has undergone a radical change, reflecting its strategy to make decorative accessory products for the home.

Likewise, concentration has been on the main area of operation in the UK, reducing international operations by selling Australian and South African subsidiaries.

The six businesses acquired moved the group into glass decoration, bathroom accessories, mirrors, health accessories, planters and polyester/silk plants.

NAV at Drayton Far Eastern up 58%

Drayton Far Eastern Trust achieved a net asset value of £74.75p at December 31, an increase of 58 per cent over the £47.25p at the previous year-end.

Net revenue for 1989 totalled £708,000 (£687,000) after tax of £547,000 (£407,000). Franked investment income slipped to £103,000 (£118,000), while unfranked income from divi-

dends grew to £1.63m (£948,000) and from interest was up to £95,000 (£58,000).

Expenses and interest rose to £882,000 (£822,000) and earnings slid from 3.12p to 2.57p. The final dividend is lifted to 1.8p (1.7p) for an annual total of 2.8p (2.1p).

Interest hits Harvey & Thompson

Higher interest charges hit pre-tax profits of Harvey & Thompson, restricting growth from £1m to £1.1m in the half year to December 30.

Operating income of this pawnbroking and financing group was down from £3.5m to £3.59m, while pre-interest outgoes doubled to £3.81m. Earnings were 17.9p (15p) and the interim dividend is raised to 5p.

Mr Rupert Galliers-Pratt, chairman, said interest charges rose from £397,000 to £1.62m, reflecting the rise in UK rates and the acquisition last May of 70 per cent of Gauntlet Finance, which meant consolidating a higher level of borrowing.

Gauntlet was making good progress, but in line with the stated intention of reducing the holding, a certain level of profitability had been obtained, the whole or part of the interest would be sold by the financial year-end.

Mr Galliers-Pratt said all other divisions continued their good progress. Harvey & Thompson Trade Finance exceeded its budget and the Lewis Group again increased market share.

The hire purchase and leasing joint venture was on target

NEWS DIGEST

Meggitt sells two offshoots for £2m

Meggitt, the specialist engineering group, has disposed of Bestobell Distribution and Radalec.

Bestobell, which distributes industrial and engineering products, has been sold for £1.7m to Freeman Group, the building industry supplier and contractor.

Radalec, which sub-contracts to the engineering industry, has been acquired for £280,000 by Accourt, a privately-owned engineering company.

Meggitt said the disposals, at close to asset value, would enable the management of Meggitt's energy division to concentrate on its main activities.

Rentokil expands further in US

Rentokil has further expanded its international tropical plant hire activities through its second US acquisition in less than two months.

The business of Botanics Interior Landscaping of Kansas City has been added to Branching Out of Houston, Texas, acquired six weeks ago for \$1m. Together with Tropical Plants, acquired in October 1988, this brings Rentokil's investment so far to more than \$40m.

Further acquisitions are planned this year to secure dominance of the US market. Rentokil sold its US timber

business for \$5.8m in October and the proceeds are earmarked for US purchases.

Turnover of Botanics is put at \$400,000 and Rentokil said that the cost of the acquisition was less than 1 per cent of net tangible assets.

The UK group, best known for its pest control business, also claims market dominance in plant rentals at home and in Australia, Austria, the Netherlands, Belgium and New Zealand.

24% take-up in Wharfedale rights

Wharfedale, the loudspeaker company whose management last month took control of Audio Fidelity, the consumer electronics group, announced that 24.84 per cent of its rights issue had been taken up by existing shareholders.

The issue has been fully underwritten by York Trust, the USM-quoted financial services company which, together with Wharfedale's management, will now end up with control of about 70 per cent of the enlarged share capital.

Mountleigh chiefs switch holdings

Mr Nelson Peltz and Mr Peter May, the US entrepreneurs who took effective control of Mountleigh, the property group, when they acquired 22.5 per cent of the ordinary shares, have switched their holdings into companies which they individually own, respectively NPL and FWML.

Mr Peltz remains interested

in 15 per cent of the Mountleigh ordinary capital and Mr May in 7.5 per cent. They also retain holdings of convertible preference shares - 3.8 per cent in the case of Mr Peltz and 1.8 per cent in the case of Mr May.

Churchbury Estates advances to £3.8m

Taxable profits of Churchbury Estates, a wholly-owned subsidiary of Greycoat, the property investor and developer, rose from £2.67m to £3.8m for the six months ended September 30 1989.

Gross rental income totalled £4.8m (£3.8m) and earnings amounted to £6.23p (£5.69p).

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Losses were expected to continue in the second six months. For the 1989-90 year as a whole the Third Market company experienced a fall in pre-tax profits from £404,000 to £332,000.

PUBLIC WORKS LOAN BOARD RATES

Effective January 31		Rate before report		Rate after report		Rate before report		Rate after report	
Term	Rate	Term	Rate	Term	Rate	Term	Rate	Term	Rate
Over 1 up to 2	14	13	13	15	14	13	13	15	14
Over 2 up to 3	13	12	12	14	13	12	12	14	13
Over 3 up to 4	12	11	11	13	12	11	11	13	12
Over 4 up to 5	12	11	11	12	11	10	10	12	11
Over 5 up to 6	12	11	11	11	10	10	10	11	10
Over 6 up to 7	12	11	11	11	10	10	10	11	10
Over 7 up to 8	12	11	11	11	10	10	10	11	10
Over 8 up to 9	12	11	11	11	10	10	10	11	10
Over 9 up to 10	11	11	11	11	10	10	10	11	10
Over 10 up to 15	11	11	11	11	10	10	10	11	10
Over 15 up to 25	11	10	10	11	10	10	10	11	10
Over 25	10	10	10	11	10	10	10	11	10

*Non-quota loans B are 1 per cent higher in each case than non-quota loans A. *Equal instalments of principal. *If repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). *With half-yearly payments of interest only.

COMPANY NEWS IN BRIEF

AAH HOLDINGS has acquired RWF Wilson and Company (Inverness), a pharmacy. The purchase price of £365,000 will be satisfied by the issue of 87,488 ordinary shares, with a cash balance payable, subject to completion accounts.

BOSTROM has bought Bostrom Seating Systems, a division of Swift and Company. The price depends on the book value of assets acquired and liabilities assumed at completion. The total is expected to be about \$890,000 cash.

BRITISH FITTINGS has acquired Bonward (Fareham) for \$300,000. Consideration to be satisfied by the issue of

139,024 new ordinary shares, plus \$15,000 in cash from the group's own resources. The associated property of Bonward is also being acquired for £75,000.

COURTYARD LEISURE: Turnover £495,125 (£239,875) and pre-tax profits £10,558 (£9,478) for the six months to September 30. Tax 25,424 (£20,536) and earnings 0.16p (2.2p).

EDWARDIAN HOTELS is to purchase The Marlborough Hotel from Bass. Completion is expected by the end of February.

Bradford and currently in receivership. Shipley has a turnover of some £1m. HOLDERS TECHNOLOGY has bought the electronics division of Dutch company Heesen-ICA. The purchase price of £225,000 will be satisfied by the issue of 119,048 ordinary shares.

MISKIN GROUP has acquired Nimbura Roofing and Insulation, following an agreement with G Brown and D Haddon (Financial Services) for a total of £347,000. Consideration will be £182,000 cash and the allotment of ordinary shares to a value of £135,000. A deferred consideration of up to £30,000 in shares is profit-related.

But the sales have now enabled GPG to attract a buyer for what is left - two operations in the US and a £141m cash pile from the divestments - so in that sense they achieved their purpose.

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ZANDPAN GOLD MINING COMPANY LIMITED

An Anglovaal Group Company
Reg No. 55/0241/008
(Incorporated in the Republic of South Africa)



Interim Report for the Half-Year Ended
31 December 1989

FINANCIAL RESULTS

The unaudited financial results of the company for the above period are as follows:

	Half-year ended 31 December 1989	Half-year ended 31 December 1988	Year ended 30 June 1988
	R000	R000	R000
Turnover	14 552	17 802	40 140
Income from fixed investment -	14 334	17 630	39 600
Dividends	218	104	335
Interest received	-	68	205
Share dealing profit	14 552	17 802	40 140
Expenditure	358	346	711
Profit	14 194	17 456	39 429
Earnings per share	10.9 cents	13.4 cents	30.3 cents

No taxation is payable as the company has an assessed loss for tax purposes.

DIVIDENDS PAID OR DECLARED DURING THE HALF-YEAR

Final ordinary dividend No. 34 of 17.0 cents per share amounting to R22 134 000 for the year ended 30 June 1989 (1988: 15.0 cents per share, amounting to R19 500 000) was declared in June 1989 and is payable on or about 9 February 1990.

Interim ordinary dividend No. 35 of 10.5 cents per share amounting to R15 671 000 for the half-year ended 31 December 1989 (1988: 13.5 cents per share, amounting to R17 317 000) was declared in December 1989 and is payable on or about 9 February 1990.

INVESTMENTS
The Market value of the company's holding of 22 000 000 shares in Harbourside Gold Mining Company Limited was R20 800 000 at 31 December 1989 (1988: R19 200 000) compared with a book value of R20 800 000 (1988: R20 800 000).
The Market value of the company's other listed shares at 31 December 1989 was R2 342 000 (1988: R2 078 000) and their book value was R296 000 (1988: R516 000).
The number of shares in issue at 31 December 1989 amounted to 130 202 850 with a net asset value of 559 cents per share.

For and on behalf of the Board
D.J. Crowe, Chairman
R.A.D. Wilson, Director
Registered Office
Anglovaal Limited
55 Main Street
Johannesburg 2001
London Secretaries
Anglo-Tenax
Trustees Limited
255 Regent Street
London W1R 9BT
1 February 1990
Directors: D.J. Crowe (Chairman), D.D. Barber, P.J. Eustace,
B.E. Henslow D.M.S., B.J. Lawrence, Clive S. Marill, T.L. Pretorius,
R.A.D. Wilson
Attorneys: P.J.S. Field

FIDELITY GLOBAL SELECTION FUND

Société d'Investissement à Capital Variable

5, boulevard de la Foire - Luxembourg
R.C. Luxembourg B 27223

Notice of Annual General Meeting
NOTICE is hereby given that the Annual General Meeting of the shareholders of FIDELITY GLOBAL SELECTION FUND, a Société d'Investissement à Capital Variable organised under the laws of the Grand Duchy of Luxembourg (the "Fund"), will be held at the registered office of the Fund, 5, boulevard de la Foire, Luxembourg, at 11 a.m. on February 22, 1990, specifically, for the following purposes:

1. Presentation of the Report of the Board of Directors;
2. Presentation of the Report of the Auditor;
3. Approval of the balance sheet and income statement for the fiscal year ended October 31, 1989;
4. Discharge of the Board of Directors and the Auditor;
5. Election of six (6) Directors, specifically

UK COMPANY NEWS

Shares fall by 28p as defence sector grows increasingly jittery
FR Group warns of £3m shortfall

By David Owen

THE DEFENCE sector was yesterday hit by more adverse news when FR Group, which makes specialised equipment for aircraft and the electronics and energy industries, revealed that profits for the year to December 31 1989 would be significantly lower than previously forecast.

The company's shares fell sharply on the news, closing 28p down at 194p. The Dorset-based group said that its profits were "likely to approximate to those of 1988", when a pre-tax figure of £22.4m was recorded.

The shortfall amounts to some £3m based on previous city projections of up to £25.5m.

The company blamed the downturn on revised completion cost estimates on major development projects and delivery difficulties.

FR's problems come in the wake of the alleged serious fraud at Ferranti and amid

fears of general cut backs in military spending which have generated concern about the industry's prospects.

The announcement raises the spectre of a second consecutive year of essentially flat profits growth after the 20 per cent plus rate of progress achieved earlier in the decade.

For the six months to June 30, FR reported a 24 per cent advance in pre-tax profits to £11.9m on turnover ahead 13 per cent to £73.4m.

Most of the problems revealed yesterday relate to FR's Flight Refuelling division, the group's largest unit accounting for about one-third of turnover.

The reassessed development project believed to account for about £2m of the profits shortfall is the Phoenix remotely piloted aircraft, which is produced under sub-contract to GEC Marconi.

The company said it did not expect the revisions to affect

GEC. Completion is planned for mid-1991.

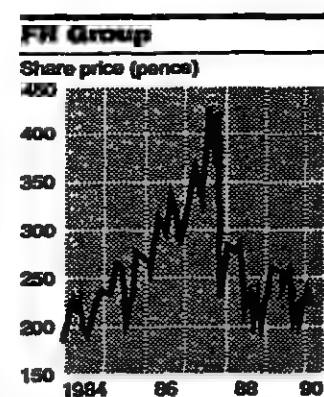
The delivery shortfalls related to aerospace fuel systems components and multi-role towed targets - the latter under production for the Ministry of Defence. These are thought to have reduced anticipated profits by about £1m.

In the case of the components, delays were caused by factors outside the company's control. The majority of the deliveries in question have now been made.

In spite of yesterday's setback, FR remains optimistic on longer-term prospects, regarding its latest setback as "a disappointment not a catastrophe".

The group leavened the gloom by announcing that it has won a \$40m-plus contract from British Aerospace to refurbish and convert 13 RAF VC10s.

The award arises from BAE winning a £100m-plus MoD



contract to convert VC10 and Super VC10 aircraft into flight refuelling tankers for the RAF. The work is to be executed by Flight Refuelling at Wimbomborne and FR Aviation at Bournemouth International Airport. The value of the contract will extend over four years.

Time to march into Soviet joint venture

By John Thornhill

THE MARCH of time in the Soviet Union has led to the formation of a joint venture between a Soviet trade ministry and a UK company to develop the country's watch industry.

Time Products, the London-based watch and distribution group, announced yesterday that it had formed a joint venture to develop six watch manufacturers, controlled by MGO Chaspro, the Soviet trade ministry responsible for technological products. Chaspro employs about 100,000 people and produces 70m watches a year.

Time will supply and install new machinery in Chaspro's factories and will provide technical design and marketing expertise. The initial investment will be in the low millions of pounds and will be gradually increased depending on the success of the operation.

Time believes there is great demand for Western-style watches in the Commonwealth countries and in other international markets.

"The risk is very limited; the reward is enormous," said Mr Marcus Margulies, Time's managing director.

The two parties will each own half of the joint venture and Time will be able to receive profits in hard currency through selling watches in international markets.

Mr Margulies said Time had first started buying watches from the Soviet Union 27 years ago and was familiar with doing business there. It currently buys 1.5m Soviet watches a year and sells them under the Sekonda brand name.

The joint venture agreement was signed earlier this week in Moscow by Mr Margulies and Mr Noel Lachyann, director general of Chaspro. Time will place the first orders for new plant in the next few months.

Intersect buy hits results at West Industries

The acquisition of a further 47.5 per cent interest in Intersect left profits at West Industries 55 per cent lower at £80,000 pre-tax, against £185,000.

The interest business is seasonal, with all profits being earned in the second half.

The result came in spite of a number of acquisitions, particularly in the materials testing division, which helped turnover increase from £7.7m to £11.6m.

Mr Mel Morris, chairman, added that the expansion into leisure had been slower than expected and group costs had been higher than expected.

However, the construction businesses continued to perform well, coping well with the change of emphasis away from housebuilding.

Earnings per share were 0.14p (0.89p). The interim dividend has been passed because of the changes being undergone by the group.

Sportsfield sales decline to £173,000

Sportsfield Equipment has announced its results for the six months to September 30. Sales fell from £111,711 to £173,023 (208,249), while group profit came out at £25,978 (350,914).

Expenses totalled £1163,731 (£145,947).

The company is traded on the Third Market and dealings in the shares have been suspended as the board is involved in restructuring talks.

To that end an extraordinary general meeting is planned.

Budgens parts ways with its managing director

By Maggie Urry

MR TONY BIRCH, managing director of Budgens, the food retail group, resigned on Wednesday, it was announced yesterday.

The group's shares were unchanged at 101p on the news.

Mr John Fletcher, chairman and chief executive, said that Mr Birch had in effect left some weeks ago and the parting was "mutual". Mr Birch would receive some compensation - but it would not be large.

Mr Birch joined the group in 1986 when the then Barker & Dobson, a sweets manufac-

turer, took over the chain. He had previously worked at Asda, the food retailer, where Mr Fletcher had also worked.

Last April Budgens agreed to a £134m bid from William Low, the Scottish supermarket group. But Low called the bid off in May over differences about the financing of the combined group. It is thought that after this Mr Birch lost heart.

He is likely to receive less than £50,000 in compensation.

Mr Fletcher, who would have left if the Low bid had gone through, says that he is fully committed to running Budgens.

With the arrival of Mr Derek Pretty as finance director in December and the sale of the remaining manufacturing interests in November, Mr Fletcher said he could concentrate on running Budgens and Mr Birch might not be replaced for a while.

Budgens plans to sell 50 of its 145 shops which are considered too small for its trading format, which ideally requires shops of between 10,000 and 11,000 sq ft. It then wants to expand to 250 or 300 stores in its existing catchment area. A new distribution centre is being opened in the summer.

Warburg to help strengthen Walker Greenbank defences

By Andrew Hill

WALKER GREENBANK has appointed SG Warburg as its merchant bank adviser, apparently to help strengthen its defences against a possible hostile bid.

The bank is already using section 212 of the Companies Act to force the Jersey-based nominee company Aubin and its associates to reveal the beneficial owners of their 13.5 per cent stake in Walker. The holding has been built up over the past three months and was increased again two weeks ago.

Walker was forced to cut short its conglomerate ambitions in 1988 after Alkar, its supermarket shelving subsidiary, incurred a £5.5m loss. It is now concentrating on its contract wallcoverings business.

Its shares reached a peak of 128p in the summer of 1988, but

since then have slumped to as low as 39p. At yesterday's unchanged closing price of 59p, Walker is worth about £54m.

The group, which would not comment on the reasons for changing its adviser, has used three merchant banks in the last year - Robert Fleming, Lloyds, and now Warburg, which has a particularly strong reputation for corporate finance.

Walker also announced yesterday that it had sold Van-Line, a wholesaler of engineering and automotive workshop supplies, for £2.1m cash, including the repayment of £500,000 of internal loans. The buyer was Brianian, a management buy-out vehicle for British Syphon Industries, the merchanting and manufacturing group.

Walker said the disposal, which also removed Van-Line's external debt of £150,000, would reduce its overall bank borrowings by about £2.25m.

Since September, Walker has raised some £23m from disposals and reduced borrowings from 74 per cent of shareholders' funds a year ago to less than 5 per cent. It is planning further disposals.

Mr Nicholas Brown, chairman, said yesterday that Alkar, which had changed its name to Montan, should break even in 1990-91, but that its future within the group was still under review. Walker was retaining its healthcare and signs business.

In the 13 months to January 26 1989, Van-Line made pre-tax profits of £254,000 and had net assets of £746,000.

Delays in technical changes blamed for decline at Aerospace Engineering

By Andrew Bolger

AEROSPACE Engineering, the precision engineer, yesterday blamed delays in the introduction of technical changes by aero-engine manufacturers for a drop in pre-tax profits from £1.32m to £1.1m in the six months to October 31.

Mr Quinton Hazell, chairman, said: "These delays, leading to the late placement of tooling orders, have regrettably affected the results as predicted. Our high level of firm orders in this sector, following

the dip, augurs well for a strengthening of performance from now on.

Aerospace said that the strike in the engineering industry for a shorter working week had affected some of its major customers and that, coupled with the delays in engine tooling, would curtail an enhanced performance at the year end.

Mr Hazell said: "All other operations within the company have performed encouragingly and to budget during the half

year, with excellent prospects for growth in 1990-91 emerging on a progressive basis."

Turnover increased from £10.2m to £13.3m, but earnings per share fell by 27 per cent to 2.15p (2.95p) and the interim dividend is lifted to 1.56p (1.41p).

Aerospace said its £1.6m acquisition in November of Wynna Electronics, a maker of printed circuit boards, was an important step in the expansion of its electronics division.

Jameel has 22.4% of Hartwell

Jameel Group, the Saudi Arabian company, has received acceptances for 18.4 per cent of Hartwell's ordinary shares and 0.3 per cent of its convertible preference shares at the first close of its £151.3m offer for the Oxford-based motor group.

However, 18 per cent of the acceptances for ordinary shares came from persons acting in concert with the Jameel Group, meaning that only 0.4 per cent of the acceptances came from other shareholders.

Together with the shares it already owns, Jameel now speaks for 22.4 per cent of Hartwell's ordinary shares and 37.9 per cent of the preference shares.

Oceana Consolidated

Oceana Consolidated reported pre-tax profits of £52,401 against a loss of £14,594 after exceptional debit of nil (£250,000).

Total revenue for period was £2.4m (£309,307). Tax took £18,500 (credit £72,213) and minorities came to £309 (£568), making earnings per share of 0.59p (loss 2.15p).

NORDIC COUNTRIES + 1992

The Financial Times proposes to publish this survey on:

21st February 1990

For a full editorial synopsis and advertisement details, please contact:

Chris Schaanning or Gillian King on 01-873 3428 or 01-873 4823

or write to him/her at:

Number One Southwark Bridge London SE1 9HL

FINANCIAL TIMES

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UK

Next sets up European credit information joint venture

By John Thornhill

NEXT, the fashion retailer and mail order company, has set up a joint venture with a US company to provide a range of information services throughout Europe.

The US partner is the Atlanta-based Equifax, a big supplier of information for consumer financial transactions in North America.

The venture, to be called Westcot Decision Systems, will provide consumer credit reporting, credit scoring and modelling, and marketing and insurance information services, and will incorporate Next's existing interests in this field.

Westcot currently has a database covering 25m households and 44m consumers.

The managing director of the new venture will be Mr Joe E Dawson, a senior vice-president of Equifax.

Equifax has paid Next £8.5m and a further sum of up to £6.5m may become payable depending on the venture's profit performance.

Mr David Jones, Next's chief executive, said the company's database marketing operations would be greatly enhanced as a result of the partnership and the added marketing input would enable it to grow through the 1990s.

Bristol Ship Improvement

Bristol Channel Ship Repairs, in which CH Bailey has a major shareholding, reduced losses before tax from £30,901 to £15,657 over the 26 weeks to October 13 1989.

Turnover rose from a depressed £41,713 to £545,264.

The directors said they expected the rise in turnover to continue and anticipated that the results for the second half would show a further improvement.

Sale of Lexterten for £1 hits Era shares

By Andrew Hill

ERA GROUP's shares fell 14 per cent yesterday after the specialist retailer revealed that it had sold Lexterten, its loss-making retailer of reproduction furniture, for a nominal sum of £1 and would not be able to pay a final dividend for 1989.

Lexterten, which dragged the company into the red in the first half of last year, will be bought by Intercede 751, a company formed by some of the subsidiary's management.

But the parent group has to write off about £5m against

Sheffield Insulations expands product range with £5.9m buy

By David Owen

SHEFFIELD Insulations Group, the specialist distributor of thermal insulation and fire protection products, is broadening its product range with the purchase of Ceilings Distribution (Leeds) for £5.85m.

The acquisition is SIG's largest since it went public last May via a placing of 6.1m shares. CDL markets and distributes ceiling tiles, partitioning, grid systems and related fixtures from three depots in the north of England.

According to Mr Frank Prust, SIG finance director, the acquired business will complement the group's existing activities.

"In many cases we have the same suppliers and customers," Mr Prust said.

On completion, SIG will pay the vendors £1.85m of CDL dividends for the year to August 31. This will be funded out of cash.

The remaining £4m will be met by the issue of 3.17m ordinary shares - representing 13.29 per cent of the enlarged capital - at 126p.

Paumotu Gordon has conditionally placed the stock, principally with institutional investors.

Murray Int'l buys Edinburgh hotel for £9m

By James Suxton

THE ROXBURGHES Hotel in Edinburgh is to be sold to Murray International Holdings, the private group controlled by Mr David Murray, for £9m.

The Roxburghs, a four star 76-bedroom hotel in Charlotte Square, belongs to a private company named Roxburghs Hotel. Its directors - who approached Murray International - have recommended the offer and irrevocable acceptances have been received for 88 per cent of the equity.

Murray International expects sales this year of £10m and profits of £8m. Having started in steel stockholding it has been built over the past 15 years up by Mr Murray and is now engaged in property development and manufacturing. In 1988 it bought the Rangers football club in Glasgow.

Roxburghs' shareholders are the descendants of a group of Scottish businessmen who formed a consortium to build the hotel in 1910. The sale is taking place following the deaths of a number of leading shareholders.

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investment policy change and new name at SCIT

By Andrew Bolger

THE OWNER of the Smaller Companies International Trust has proposed that the investment trust should dispose of its investment portfolio, change its name and reinvest in German shares.

Last April SCIT was bought by a subsidiary of the British Steel Pension Fund, which now owns 88.5 per cent of its ordinary shares and 97.5 per cent of the preference shares.

Under the BSPP proposal, SCIT's existing board would resign and Foreign and Colonial Management would be appointed investment manager. The company's name would be changed to the F and C German Investment Trust.

Some 78 per cent of the ordinary shares of the new trust will be placed with institutional investors, including the Foreign and Colonial Investment Trust and Bayerische Hypotheken-und Wechsel-Bank, or Hypo Bank, the fifth largest bank in West Germany, which last year took a 50 per cent stake in F and C Management.

BSPP said it had considered

putting SCIT into liquidation but this plan would give shareholders an opportunity to participate in the new trust or realise their investment for cash at a price equivalent to 88.5 per cent of SCIT's formula asset value.

This value would be calculated on the day the proposals were approved at an AGM of SCIT, but as of January 30 the cash facility for each ordinary share would have been 140p. Holders of preference shares will be offered 100p per share.

It is also proposed to make a free issue of one warrant for every five ordinary shares held on a record falling shortly after SCIT's formula asset value is determined. Each would convey the right to subscribe for one ordinary share and would be exercisable, on a single date in each of the years 1991 to 2000, at 100 per cent of SCIT's formula asset value.

F and C said the principal objective of the new trust would be to invest in large, well-capitalised, quoted companies in West Germany.

It has been up for sale for about seven months, but Mr Gordon denied that the group was paying management to take the subsidiary off Era's hands. "In a sense we are backing them, because we have got a part of the equity," he explained.

He said he was confident about the ability of the remaining subsidiaries to survive the restructuring downturn. They include a camera equipment retailer, a distributor and a retailer of games and hobbies, and a distributor of furniture accessories.

ERA GROUP's shares fell 14 per cent yesterday after the specialist retailer revealed that it had sold Lexterten, its loss-making retailer of reproduction furniture, for a nominal sum of £1 and would not be able to pay a final dividend for 1989.

Lexterten, which dragged the company into the red in the first half of last year, will be bought by Intercede 751, a company formed by some of the subsidiary's management.

But the parent group has to write off about £5m against

reserves - representing the £2.5m original purchase price of the subsidiary, and some £2m of trading losses.

Mr Murray Gordon, the group's chairman, described it as a purely technical matter, but the shares fell 6p to 37p. He said Era would not have to raise new capital to make up distributable reserves, which would be restored by normal trading in 1990.

Lexterten's new owners will take on a bank overdraft of some £2.5m. Era itself will repay £90,000 outstanding on a

bank loan, and will make up any shortfall if net assets turn out to be worth less than £1.05m on completion of the deal.

The parent company is also subscribing £1.5m for preference shares in the buy-out vehicle, which will carry a fixed dividend of 5 per cent a year starting in 1995, and can be converted into 10 per cent of Intercede before the end of the century.

Lexterten lost £882,000 in 1988 and a further £593,000 before tax in the first half of last year.

NOTICE OF ESTABLISHMENT OF THE INTEREST RATE FOR THE FIVE-YEAR PERIOD COMMENCING FEBRUARY 28, 1990

South African Transport Services
Johannesburg, South Africa
ECU 50,000,000 Retractable Bonds
Irrevocably and Unconditionally Guaranteed by The Republic of South Africa
Final Maturity: February 28, 2000

In accordance with clause (b) of paragraph "Interest" of the Terms and Conditions of the Bonds, notice is hereby given to Bondholders that for the five-year period commencing February 28, 1990, the issuer has decided that the Bonds will bear interest at the rate of 11 1/4% per annum.

Luxembourg, February 2, 1990

The Fiscal Agent
KREDIETBANK
S.A. LUXEMBOURG

ARROW CAPITAL N.V.
Established in Curacao, Netherlands Antilles

Notice is hereby given that on February 28, 1990 at 3 o'clock in the afternoon (local time) the Annual General Meeting of Shareholders of the Company will be held at the office of the Company, John B. O'Brien, at the following address:

1. To receive the Report of the Managing Director on the business of the Company and the statement of the accounts for the year ended September 30, 1989.

2. To approve the Balance Sheet and Profit and Loss Account of the Company for the year ended September 30, 1989.

3. To elect the Independent Non-Executive Director to the Managing Director of the Company for the period ending on the next Annual General Meeting.

4. To consider the appointment of the Auditors of the Company to examine the accounts for the year ended September 30, 1990.

5. To approve the remuneration of the Managing Director for the year ended September 30, 1989.

6. To receive the Report of the Managing Director on the business of the Company and the statement of the accounts for the year ended September 30, 1989.

7. To elect the Independent Non-Executive Director to the Managing Director of the Company for the period ending on the next Annual General Meeting.

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TECHNOLOGY

Della Bradshaw reports on pressure to bring banks into the electronic ordering and payment cycle

The missing link in an invisible chain of cash

There was a time when ordering equipment from a supplier could only be done by typing out an order form, sealing it in an envelope and trusting it to the postal system.

But over the past 10 years these procedures have been ousted in many corporations by electronic trading: order forms and invoices whizz backwards and forwards over phone lines between companies' computers.

However, these electronic data interchange (EDI) services omit one important element. While the "paperwork" takes just seconds to zip around the country - even around the world - paying the resulting bills is still a question of chequebook, pen and the postal system.

Concerned at this weakness in the chain, companies are putting pressure on banks to introduce electronic payment services.

Although this would mean cash being taken from companies' accounts more quickly, they seem to be convinced of its advantages, according to a Midland Bank survey of 3,050 corporate customers. The respondents identified faster processing of payments, better cash management and closer links with trading partners as potential benefits.

But bringing payment into the electronic cycle poses an enormous challenge for the banks. "Many are sitting on their hands not knowing how or where to move," says Jerrold Donington, principal consultant at Langton, the EDI consultancy. There are major commercial risks in going in at the wrong time and in the wrong way. If they get it right, by the end of the current decade commercial banking will be based on electronic networks.

Obviously, the task appears relatively easy. The banks have vast experience of transferring financial information electronically. There is the bankers' automated clearing service (BACS), operated by Britain's clearing banks; and Swift (society for worldwide inter-bank financial communications), which transmits data internationally.

But with EDI it is not just a question of money; electronic documents

tion has to accompany the payments. When a sum is paid into a corporate bank account, the corporate finance department needs a remittance advice in order to balance the books.

The documentation problem is central, says Peter Garlick, manager for banking at the Peugeot Talbot Motor Company (PTMC), in Coventry. Many banks, he says, are dubious about taking on the extra burden.

PTMC is conducting a trial in bringing payments into the EDI cycle with one of its suppliers, Rista, part of the Lucas group, and Barclays Bank. As the money is lodged in Rista's bank account when payments are made by PTMC via Barclays Bank, the remittance advice is sent on electronically to Rista.

But proving that electronic payment can be done on this scale is of little comfort to the big banks. The trial is inevitably too small to emulate the labyrinthine network of banking mainframes needed for a national payment service.

And in any widespread commercial implementation the payment would usually have to take an extra inter-bank hop, as the odds are stacked against the supplier and customer using the same bank.

For the banks, there are two network problems: how to transfer the information between themselves, and how to get it in and out of the banking network.

In the first case, various solutions are being considered, says Bernie Hunt, head of EDI services for the card and electronic products division at Midland Bank and chairwoman of

the banking interest section of the UK's EDI Association.

● The Bacs network could be used for the payment, with the accompanying documentation taking a different electronic route.

● A completely separate data network could be set up to handle the payments and the "paperwork".

● Bacs could be extended to handle the documentation as well as the payments.

In the second case, many are waiting for international standards for payment documentation to be agreed. (The first stage should be completed next month.)

Banks in the UK are likely to take the EDI plunge before their European and US counterparts, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York.

Midland Bank already has its own third party network, while National Westminster Bank has opted to do a deal with International Network Services (INS). Under the deal, which NatWest plans to extend to involve other network suppliers - such as IBM or Intel - corporate customers will be able to pay their bills electronically from the autumn.

NatWest's plan is for payment information emanating from the corporate customer to travel over a direct telephone link or a third party network to the NatWest computer system. The payment will then be made into the beneficiary's account using the Bacs network in the UK and Swift for international payments. The accompanying remittance advice will



be stripped out and sent to the beneficiary's computer system over the third party network.

"We see it as more than just a payment system," says Jerry Whitmarsh, senior manager of strategy and research in the automated business services division. "We're doing more than sending cash from A to B. We're trying to solve a particular business problem."

In the PTMC trial the telephone lines between the three parties use the public packet switched data network. But would this, or traditional

third party networks, be secure against misappropriation of funds or "spying" by competitors?

Banks are considering encryption to solve this problem.

But the issue of responsibility for the data remains. If a fault creeps into the transaction when it is travelling across a third party network and through more than one banking computer, who should accept liability? As Hunt puts it: "Is the FT prepared to take responsibility for an article in 'The Independent'?"

whole of its clothing and homeware businesses - to use EDI. The company takes a paternalistic view and has developed a software package which allows suppliers to participate in EDI at a relatively low cost. But if they want to sell their knitwear or towels to other retail chains using EDI, they have to install a different system.

The difficulties are not all one way. Larger companies complain about what they refer to as "the 80/20 rule" - 80 per cent of the documentation comes from 20 per cent of their suppliers.

Marks and Spencer, the UK retail chain, requires 60 per cent of its suppliers - the

Underground trains controlled by electronic elastic

London Underground is planning to invest £300m in a new type of signalling system, which has been developed in Canada and France, but is not yet in use in the UK.

The signalling is part of a proposed £700m investment programme for the Northern Line which would increase its passenger capacity by between 20 and 30 per cent by 1993.

London Underground has been investigating new signalling technology, including a transmission-based system which uses computers to keep a constant check on the position and speed of every train. This is likely to be at the core of the proposals for the modernisation of the Northern Line. It will mark the abandonment, on that line at least, of the principle of signalling on discrete track sections, entailing electro-mechanical relays along every 700 to 800 metres of track.

A relay is energised when there is no train on the line, giving a current to a green light. When a train is on the line, the relay becomes de-energised and a yellow or red signal lights up. Trains are permitted to go at different maximum speeds on different parts of the track.

The system has an electro-mechanical fail-safe device. This is a small arm, opposite a signal, which is raised when a signal goes to red for danger. Any train which attempts to pass through the red signal will be stopped automatically when the track-side arm hits a corresponding lever at the side of the front carriage. This operates a trip valve on the train which applies the brakes.

The driver has to get down from his cab to reset the arm. The train can restart, but is prevented from travelling at anything other than a slow speed until it has passed the next two clear signals.

This system works well enough, but the 115-kilometre Northern Line is festooned with old fashioned electro-mechanical relays and arms. Maintenance costs are high and so is the expense of an ageing fleet. Three-quarters of the line's trains are more than 30 years old and £400m is to be spent on replacements.

The need to improve capacity and service regularity without building more lines has prompted the new approach to signalling. In addition, the new system would give London Underground greater control over its trains.

Transmission-based signalling is designed to improve efficiency by running trains at optimum speeds and by reducing the gap between them from one every three minutes to one every 90 seconds. The trains could be operated automatically, but London Underground will retain drivers.

The system uses a transmitting aerial loop by the track for passing digital information between a track-side computer and the train.

A microprocessor on each train knows its position by keeping count of the wheel revolutions, and sends this information to the track-side computer. This computer, which contains continually updated information about the track, sends messages back to the train, such as the maximum safe distance between it and the next one. The microprocessor then determines the speed of the train.

The track-side and train computers communicate about once every second in a continual monitoring process, "almost as if the trains are on elastic," London Underground says.

SEL, of Canada, has installed a transmission-based system called Seltrack at Vancouver, on the Skytrain used for the 1986 World Expo exhibition, and at Scarborough, Toronto, as part of a light rapid transport system. The Anglo-French company GEC-Alsthom also has a transmission-based system, known as Sacem, which is in use on the Paris Metro.

An alternative technique, called track circuit signalling, is being considered for London's Central Line. This passes a signal through the track to set the train's speed for the next section. The train is automated and has a record of the length and position of each of the track sections.

A version of this system, the Westinghouse FS2500, is used in Singapore.

Lynton McLain

Small company nightmare follows paperless format

Electronic data interchange (EDI) has been heralded as the only way to send business "paperwork" in the 1990s. But for smaller companies, the thought of it is nothing short of a nightmare.

The push for the introduction of EDI inevitably comes from the big trading companies, which are equipped to put in large computer systems, often developed in their own data processing departments. For them the financial benefits are manifold. For instance, because ordering is almost instantaneous, they can order

later in the production or retail cycle and so reduce stock. Manufacturers can also tie in their parts or product ordering with just-in-time manufacturing techniques.

The increased accuracy which results when direct electronic data transfer replaces the re-keying of information also benefits the purchaser rather than the supplier, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York.

"The cost of any inaccuracy

falls more heavily on the purchaser, because it results in them not having the stock they need to complete a job," he says.

The problems for smaller companies include: How do they get started? What technical know-how do they need? How should they maintain the system? says Jerrold Donington, of Langton, the EDI consultancy.

In the US, where EDI is most widespread, many tackle the problem by having a stand-

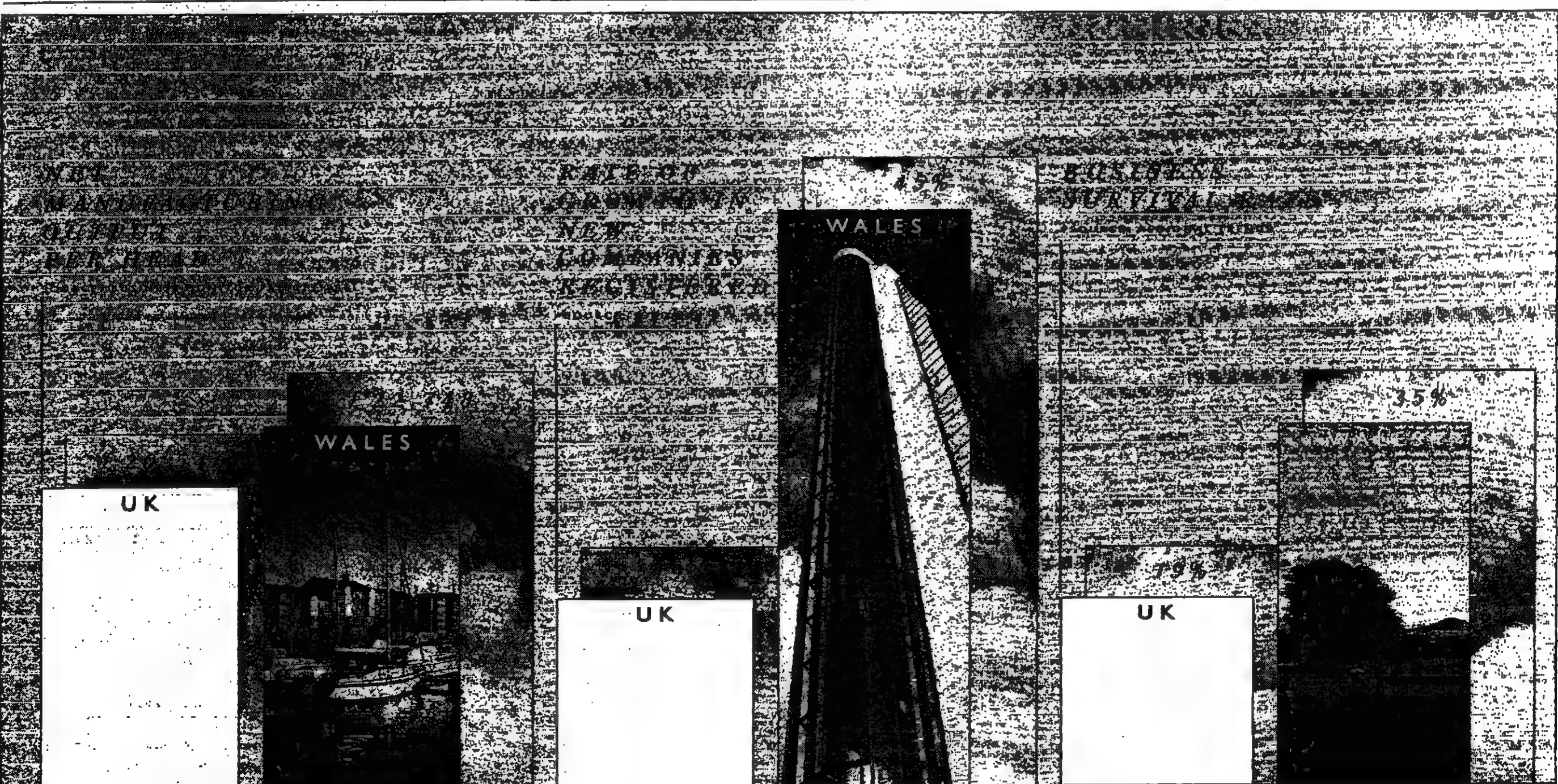
alone personal computer for receiving invoices, but when these arrive they are printed out and dealt with on paper, says Gershon.

EDI can be costly. If a small company is "persuaded" by one of its biggest customers to conduct dealings electronically, it will have to adopt the same standard message formats for the invoices or order forms. In the UK, for example, there are two main formats. Tradanet messages, used by International Network Ser-

vices (INS), and the Edifact ones, adopted by rival Isetl.

What then happens if a second large customer also requires the supplier to use EDI, but employs a different messaging format? At best, "gateways" could be set up between the two networks, a relatively technical and expensive task. At worst, the small supplier has to buy extra hardware and software.

Marks and Spencer, the UK retail chain, requires 60 per cent of its suppliers - the



TAKE A PEEK BEHIND THE SCENES.

Change your view of Wales. Take a closer look at the economic scene and compare it with the UK as a whole.

Take for example, the growth rate of new business formations, and equally crucial, their survival rate. Then take another key area, productivity of manufacturing industry. Together they are major factors in creating economic growth.

In these and an increasing number of other

important indicators, it may surprise you to see Wales beginning to overtake the rest of the UK.

But if it comes as something of a surprise, it is no coincidence. The WDA's strategy is to stimulate self-generated economic activity resulting in growing levels of indigenous and inward investment.

This in turn is creating a land of great potential that has already been recognised by

blue chip companies such as Ford, Matsushita, NPI, Bosch and Sony.

But a growth area also needs the professional and service infrastructure to support corporate development. Which is why the WDA strategy also focuses on creating commercial as well as industrial expansion. And why major players like Touche Ross and Debenham Tewson rate Wales as a key growth area. And why Rothschild have arrived.

If this all sounds like the place where you are most likely to succeed, it is.

So if your company is expanding its horizons, talk to the people behind the scene.

Contact Anna Prokic on (0222) 222666, or write to: The Welsh Development Agency, Pearl House, Greyfriars Rd, Cardiff CF1 3XX.

WDA

WE MEAN BUSINESS IN WALES

COMMODITIES AND AGRICULTURE

Cocoa price 'may stage slow recovery'

By David Blackwell

THE COCOA market, currently close to 14-year lows, stands a reasonable chance of moving towards a slow recovery by the middle of the year, according to the latest cocoa market report from Gill & Duffus, the London trader.

Gill has revised downwards its estimate of the 1989-90 surplus to 205,000 tonnes from the forecast of 231,000 tonnes made last October. Last week the International Cocoa Organisation reduced its forecast for the surplus to 182,000 tonnes from 203,000 tonnes.

World production is likely to be about the same as last year, according to Gill, at 2.44m tonnes; such an outcome would be the first time in six years that production would not have increased. Forecasts have been revised downwards for Nigeria and Ghana but increased for Brazil.

At the same time grindings continue to rise strongly. The report estimates a rise of 5 per cent to 2.22m tonnes for 1990, with increased figures for Brazil and South-East Asia.

Nevertheless, by September this year world stocks will amount to over 1.3m tonnes, equivalent to seven months supply, so there is no good reason to expect a sharp market turning point. In addition, many consumers "have extended their cover substantially over the last month or two and are therefore well protected against unforeseen disruptions to supply."

These two factors will hinder any short-term price rise, although the consumers' cover "is itself an indication that the downside risk is also quite small."

Short-term prices could be lifted by technical tightness in the March terminal market positions, which could be reinforced by option holders exercising their right to buy. On the other hand, the Ivory Coast, the world's biggest producer, still needs to market 200,000 tonnes of current crop cocoa, and a burst of selling could hit prices. The cut in Ivory Coast producer prices does not appear to have had a marked effect on the harvest, Gill says, although applications of chemical inputs, notably pesticides and fungicides, has been dramatically reduced.

If prices do fall again, says the report, "this could be the final downward movement from which a gradual longer-term recovery may begin."

Looking ahead to 1990-91, the report predicts that if demand continues to grow at the rates seen in the last few years and production is flat or slightly lower, next year's surplus should be well below 100,000 tonnes.

Wool growers face profits squeeze

By Chris Sherwell in Sydney

AUSTRALIAN wool growers face a sharp reduction in the profitability of their businesses over the next few years as stockpiles go on rising and prices remain supported at current levels.

The warning came yesterday from Mr Hugh Beggs, chairman of the Australian Wool Corporation, which promotes a price support scheme.

His predictions, given at an annual forecasting seminar in Canberra, appeared to blunt any hopes that the currently stagnant wool market would soon recover.

But he rejected any possibility of a cut in the Wool Corporation's floor price, the key element of an intervention scheme which in six months has led to a 2m-bale stockpile, the exhaustion of a \$A1.5bn support fund and a resort to bank borrowing.

"Due to the level of stock held by us and the forecast purchases," Mr Beggs said, "there's no visible prospect of anything but relatively constant prices in nominal terms for the next three to four years."

Coupled with inflation and increased levies on growers to support the scheme, "this means a considerable reduction in the profitability of wool growing," he said. Assured fibre supplies, together with lower real prices caused by the effects of inflation and an expected weakening in the Australian dollar, meant wool should improve its market share.

Recent speculation about a cut in the floor price of 870 cents a kilogram (clean) was unfounded, Mr Beggs declared. He admitted that the Corporation had studied the option, but found a reduction "totally inappropriate."

Wool growers, who provide the resources for the fund, wanted the price maintained, he explained. A cut would have to be "very substantial" to have any market effect, which would in turn take 12-15 months to materialise. Yet it would reduce growers' incomes and devalue the wool stockpile.

It would also have "enormous global ramifications" for the wool trade, affecting the future confidence of manufacturers, he said. All wool products would be immediately devalued, causing losses to all users, and those who survived would be hard to convince to use wool again.

Mr Michael Lempiers, head of the Australian Council of Wool Exporters, who also spoke at the seminar, confirmed that the short-term outlook for wool was "far from good." Given the record clip from Australian growers, the stockpile would be close to 3m bales by the end of this season.

Without a buying resurgence from China - a major factor behind the current market weakness - he forecast that it would eventually approach 5m bales, almost a whole season's production.

In a pointed criticism, he said the floor price scheme had in recent years changed fundamentally. Instead of providing a measure of disaster insurance for growers, plus stability and predictability for users and growers alike, it had come to be a guarantee of profitability as the market was actively chased.

Increasing wool production has become a one-way bet for growers, and unfortunately they have not received any market signals to tell them any different, he said.

The possibility of a floor price reduction in the future could not be totally dismissed, he argued, and the way it was set should be reviewed. In the meantime the stockpile should be quarantined - offered for sale only when the market reached a level significantly above the floor price.

"Our industry, unfortunately, has become a victim of its own success," he declared. "We now face a dilemma more serious than anything we've seen over the last 20 years."

Earlier this week Mr John Kerin, the Primary Industries and Energy Minister, said the Government would not lower the wool floor price, despite the continuing market weakness and the growing AWC stockpile.

"The Government has no intention of intervening," he said. "This is a decision we believe the industry takes. It is their money."

But Mr Kerin said the Government would implement legislation soon to allow the corporation to raise its levy on producers from the present 8 per cent to 15 per cent from July 1. He gave no indication whether the Government would permit the AWC to increase its borrowing above the statutory limit of \$A1.03bn (\$500m).

The AWC has said that if the wool market continues in its present state it will need to extend the borrowing limit.

Following the revolution Romania has suspended food exports until the middle of the year and started to import produce to feed its deprived citizens. But there are still food queues, and it could take years of reforms and investments before Romania again becomes a wealthy agricultural nation.

Officially, co-operatives can benefit from whatever they want, although they will be asked to provide crop estimates to the Government. They will not be obliged to sell crops to the state or buy its inputs. Instead they can sell on the free market and purchase their own inputs in exchange for cash or produce. The state, however, will stabilise prices by maintaining crop reserves.

"The prices that the state pays will be rearranged to cover the cost of production and allow for a profit," said one senior official. "Until now all the co-operatives had to sell to the state and the prices were so low that costs were not covered - and the co-operatives had great debts to the state." He said the state was expected to help farmers with debt relief and by providing equipment and services, but the co-operatives would be autonomous. "If they don't have profits, they go out of business. The state is not responsible."

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Cow disease passed to mice through feed

By David Blackwell

CATTLE MADNESS disease, or bovine spongiform encephalopathy (BSE), can be transmitted to mice by feeding them the brain tissue of infected cattle, according to a report of a Government-sponsored research project published today.

However, government veterinary officers yesterday stressed that the experiment provided no evidence that there was any risk of people contracting the disease, which has killed nearly 9,500 cattle in the UK.

The account of the experiment on mice appears in *The Veterinary Record*, journal of the British Veterinary Association, together with the results of a separate experiment which found that healthy cattle became infected after inoculation with infected brain tissue.

The Ministry of Agriculture said that the results demonstrated that "the disease can be transmitted using unnatural methods of infection which can only be done experimentally in laboratory conditions and which would never happen in the field."

They provided further evidence that BSE behaves like scrapie, a disease which has been in the sheep population for over 200 years without any evidence of being a risk to human health.

The disease, first identified in 1966, is believed to have been caused by giving cattle feed containing the remains of scrapie-infected sheep. Such feed was banned in 1988. Mr Ray Bradley, of the Ministry's central veterinary laboratory, said yesterday that if no other means of transmission occurred, BSE would die out by the turn of the century.

Mr Keith Meldrum, the Government's chief veterinary officer, said yesterday that the results of the experiments were "entirely expected" and identical to the results of previous experiments with scrapie.

The report of the experiment involving mice refers to a 1982 experiment in which scrapie was transmitted to mice through feeding.

Further experiments - part of a £12.4m programme over three years - are continuing to discover whether mice can be infected with BSE through material from other parts of infected cattle.

Following the ending of Ceausescu's price controls peasants are travelling to Bucharest from all over Romania to take advantage of the higher prices now available for their produce.

which paid farmers too little without passing on the benefits to the consumer.

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LONDON STOCK EXCHANGE

Early advance runs out of support

LONDON'S EQUITY market yesterday at first succeeded in extending its recent upturn but then ran out of support and closed well below the day's best levels. Once again there was selective interest in the defensive shares, with speculative activity among insurance stocks providing several features. However, the investment institutions were cautious and marketmakers were left to digest the aftermath of this week's trading programmes without further pressures.

Hopes ran high yesterday morning, in view of Wall Street's 47 point rise overnight - although enthusiasm was held in check by the mere 17

Account Dealing Rates	Jan 29	Jan 30	Jan 31
First Dealings	Jan 29	Jan 30	Jan 31
Open	2345.5	2345.5	2345.5
Close	2345.5	2345.5	2345.5
Low	2345.5	2345.5	2345.5
High	2345.5	2345.5	2345.5

point rise in the Nikkei Dow index in Tokyo. UK equities quickly moved ahead, and the first two hours of trading saw the Footsie index rise by just over 18 points. However, turnover was very slow, indicating that marketmakers were lifting share quotations on slim encouragement.

The sheer lack of trading volume proved the market's undoing, and two-thirds of the Footsie gain melted away as the market drifted ahead of the new session on Wall Street. With the Dow Average hesitant before edging upwards to show a 5.98 gain as London closed, the UK market resumed its advance only at the very end of the day.

The final reading showed the FTSE index up 8.5 at 2345.5, still comfortably inside what some analysts have identified as a new trading range based around 2330. Seag volume of 470.5m shares compared with 571.9m in the previous session. Most trading firms were

happy to say goodbye to January 1990, a month which has given them more than their usual share of headaches as the stock market moved erratically after falling sharply from the new peak reached early in the month.

The month brought a net fall of 85.4 points on the FTSE index (see chart), an unhappy trend for those analysts who point to the fact that the January trend has been a guide to the pattern for the full year in both the London and New York markets; past performance of the FT Ordinary Share Index shows that the January trend has proved an accurate barometer for most of

the past twenty five years.

This week's rally in equities has appeared suspect to some analysts because of the low level of trading volume, even when compared with what has become the depressing norm since the market crash of October 1987. At Hoare Govett, Mr Robin Aspinall commented that he still fears a market correction down to the Footsie 2,029.7 trading low of Grey Monday in October 1989, although he expects another good bull market will then develop. A significantly bearish pointer, he says, is the relative underperformance of the broader market against the Footsie since last October.

Greater optimism on BAe

SPECULATION THAT the industrial action at British Aerospace (BAe) could soon end helped push the shares up 17 to 56p, while downturns for related companies showed how much the strike has depressed the sector. The company reported that talks continued, but that suggestions of a settlement were premature.

Mr Clive Forrester-Walker of Klicat & Aitken said dealers were also encouraged by the possibility of Daimler-Benz taking a 15 per cent stake in the company. Press reports that the company would not object to such a deal caused the price to rally initially on Tuesday. The maximum permitted foreign shareholding in the company is 20 per cent, and the current figure is believed to be 14 per cent, giving the suggested move by Daimler-Benz a 6 per cent cushion.

However, other traders reported that, as the strike would be in the form of a cross-holding, and the two companies already collaborate on joint ventures including Airbus and Tornado, there was little room for speculation to affect the share price. Mr Nick Cunningham of Laing & Crutchfield suggested that an active bid would not be in Daimler's interests, and would almost certainly be blocked either by the UK government or the European Commission.

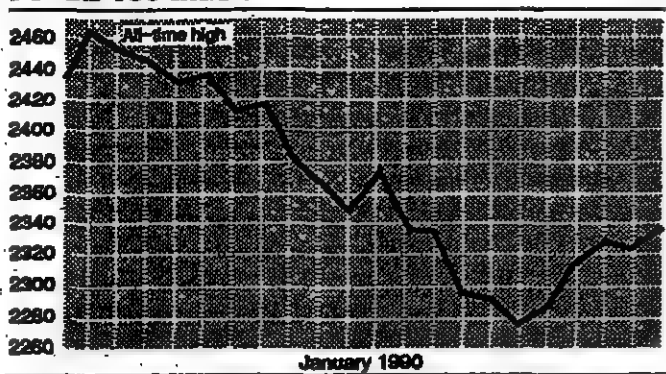
The rally may have been helped by BAe's new contract from the Ministry of Defence to convert 13 aircraft into light refuelling tankers for the RAF, worth over £100m, although some dealers in the stock traded for the day without even noticing the company's announcement.

Sedgwick setback

Shares in Sedgwick, the insurance broker, were weak among otherwise firmer insurance brokers after Charterhouse Tilley, the Liverpool-based broker, reaffirmed its cautious stance and profits forecasts on the stock. Mr John Hart, insurance analyst at Charterhouse Tilley, said he had not lowered his pre-tax profits forecast for the year to end-1990, but was keeping it at £100m, a figure below many other estimates which range up to £120m.

The Charterhouse analyst said the shares had run too far recently on hopes of improvement in the US insurance cycle, good figures from US broker Marsh and McLennan and the bid hopes prompted by hints that Tennessee Valley will sell on its 30.5 per cent stake when its agreement not to sell expires at the end of this month. Sedgwick's preliminary figures are expected on February 27. Dealers noted persistent selling of Sedgwick, which ran back 8 to 25p on turnover of 3.8m shares, well above normal.

FT-SE 100 Index



There was more big turnover in British Gas, 12m, which added 2 more at 226p, after 225p, while BP, where 12m shares changed hands, put on 4 to 54p. Shell added 5 at 49p on 5.3m. Enterprise, up 5 at 68p on good turnover of 1.2m, and LASMO, up 6 more at 63p on 3.1m, were particularly in demand in the marketplace.

In an otherwise quiet transport stock sector, BAA shed some of the gains made at the start of the week. The shares eased 6 to 39p in thin trade of less than 1m shares. A shortage of stock squeezed P&O 9 higher at one point before they closed at 52p, up 6 on the day.

A positive note from Hoare Govett helped Polly Peck advance 8 to 41p. Hoare said

managers, helped Unilever gain 8 to 67p. US buying was said to be behind Taylor & Francis's advance of 4 to 51p. One analyst said ADM, the US corn syrup producer, may have been the buyer and could now be holding just under 5 per cent of Tate. But he added ADM would be unlikely to launch a full bid as it would run into US antitrust laws, and instead would favour an investment stake.

Further consideration of disappointing profit figures on Wednesday from W.H. Smith helped the "A" shares recover 4 to 32p. But the performance of Smith's Do-It-All subsidiary was said to have hurt Kingfisher, which also has a do-it-yourself division. Kingfisher slipped 6 to 27p.

Dixons moved in the same direction as Kingfisher, an

unusual event in recent weeks. The Kingfisher bid for Dixons is being considered by the Monopolies and Mergers Commission and their share prices tend to move in opposite directions as sentiment varies on whether the bid will be given the go-ahead. Dixons eased 3 to 12p.

USM-quoted Sack Shop continued Wednesday's slide, down 13 to 50p. The company yesterday warned it expected to make a loss for the current year. It said it was continuing to discuss refinancing with its bankers.

The takeover speculation that has kept the insurance market bubbling for many months switched from its temporary home in the life, where Sun Life has held centre-stage, back to the composites yesterday.

Most of the speculation settled on Commercial Union and General Accident. Dealers said there had been aggressive buying of Commercial Union (CU), which advanced 14 to 51p on turnover of 3.3m shares. The bid stories involved all the old market favourites, including the French and other Continental insurance groups, but there was also talk of possible involvement by Sir James Goldsmith.

But dealers pointed to the protective 14.5 per cent stake in CU held by Sun Alliance, which acquired the shares from Adams last year. General Accident, also mentioned by the French and other Continental insurance groups, put on 22 to 186p on turnover of 755,000 shares.

Royals dipped 5 to 52p and Sun Alliance 2 to 32p.

Barclays Bank, after appointing Mr Nigel Lawson,

the former British Chancellor of the Exchequer to its main board, outstripped other leading banks, the shares adding 10 to 56p, having touched an all-time peak of 58p at one point. Turnover came out at 2.7m. Marketmakers said the latest bout of buying interest came from income funds eager to pick up the dividend to be announced along with the preliminary figures scheduled for March 1.

NetWest, due to report on February 20, rose 5 to 35p, partly in response to dividend-buying. Dealers said Lloyds was expected to announce a bid for 25p on turnover of 3.7m after reports that Hongkong & Shanghai was interested in acquiring Lloyds Bank of Canada. Lloyds was also expected to announce the sale

of assets in New Zealand. Abbey National put on 3 to 186p after some renewed buying interest, but British & Commonwealth came under pressure, sliding 3 to 72p.

REP's 17p a share bid for GPG, the remains of the former Guinness Peat merchant bank, saw GPG shares dip 4 to 18p.

In a quiet day for the property sector, Laing Properties again provided the most interest, as profit-taking forced the shares down 24 to 65p. Hopes for a bid from stakeholder Chasefield faded.

Renewed American buying and talk of a stock shortage boosted British Telecom a further 4 to 305p, after 307p, on 5.8m. Rascal Telecom moved up 6 to 361p and Rascal Elec-

FINANCIAL TIMES STOCK INDICES

	Feb 1	Jan 31	Jan 30	Jan 29	Jan 28	Jan 26	Year Ago	1989/90		Since Completion		
								High	Low	High	Low	
Government Secs	61.66	61.55	61.64	61.77	61.84	62.67	89.29 (8/2/90)	81.04 (12/1/90)	127.4 (9/1/95)	48.18 (3/1/76)		
Fund Returns	91.08	91.09	90.92	90.94	90.85	97.10	96.59 (15/3/98)	90.85 (28/1/90)	105.4 (28/1/47)	50.53 (3/1/75)		
Equity Shares	1986.0	1984.0	1983.0	1983.9	1951.5	1937.8	2008.6 (5/9/98)	1447.8 (3/1/96)	2008.6 (5/9/98)	49.4 (28/6/40)		
Gold Mines	248.5	356.0	364.5	398.8	370.9	157.1	371.5 (15/2/90)	156.7 (17/2/89)	734.7 (15/2/63)	43.5 (26/10/71)		
FT-SE 100 Share	2845.8	2367.3	2322.0	2328.8	2344.5	2043.4	2463.7 (3/1/90)	1792.8 (3/1/89)	2463.7 (3/1/90)	998.9 (2/2/84)		
P/E Ratio, Yield	4.50	4.80	4.62	4.50	4.62	4.39	Banks 10.0 Divs. 10/19/88, Fund Inc. 1989.0					
Operating Yld % (Full)	11.19	11.13	11.33	11.22	11.29	11.00	Financial 10/29/85, Govt 10/29/85					
O/E Ratio(Net/cr)	10.67	10.67	10.77	10.79	10.73	11.03	FT-SE 100 Divs. 0% Nil 8/10					

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar soft ahead of data

THE MARKET awaits today's US employment data before taking a view on the dollar's immediate prospects. Dealers expect the dollar to weaken, with the D-Mark and sterling looking more attractive at present.

If there is a weak figure on US non-farm payrolls today it is likely to depress the dollar, since the market is looking for a rise of about 170,000 in January, compared with 142,000 in December. Even if the employment data are reasonably strong, there remains a suspicion that the US Federal Reserve may ease its monetary policy.

The outlook for the dollar remains negative, in the view of Mr Robert Thomas, an economist at Midland Montagu Research, as long as interest rates are more likely to decline in the US than elsewhere. He thought that the next Federal Open Market Committee meeting on February 8 is unlikely to sanction an immediate easing of monetary policy, but interest rates will probably fall by the summer. Mr Thomas felt that if interest rates are not reduced this year, the weakness in the US economy is likely to increase.

It was noticeable yesterday that the foreign exchanges failed to react to comment by

Mr Edward Kelly, a Federal Reserve Board Governor, that the rate of US inflation is too high and must be brought down over time. This suggests the market does not expect the Fed to be determined enough to reduce inflation at the cost of economic weakness and a possible recession.

President George Bush's offer to reduce US forces in Europe met with a mixed reception on the foreign exchanges. Some traders believed the news was good for the dollar, because it has the potential to reduce the US budget deficit, but others felt that less tension in Europe favoured the D-Mark.

In fairly quiet trading the dollar weakened, closing in London at DM1.6800, against DM1.6870 on Wednesday. The US currency unit remained the strongest member of EMS, but all currencies stayed within their divergence limits.

Y144.55. On Bank of England figures the dollar's index was unchanged at 67.0.

Sterling lacked new factors, but remained supported by high London interest rates. The pound gained 0.1 cent to \$1.6825 and rose to ¥243.75 from ¥242.75, but fell to DM2.8275 from DM2.8350; to SF2.5200 from SF2.5250; and to FF9.5025 from FF9.5275. Sterling's index rose 0.1 to 88.1.

The D-Mark was very firm against the yen, after breaking through resistance at ¥86.00. It touched a peak of ¥86.20 in Tokyo, and closed at ¥86.09; in London the German currency rose to ¥86.22 from ¥86.08.

Among members of the European Monetary System, the lira weakened against the D-Mark at the Milan bourse. The Italian unit remained the strongest member of EMS, but all currencies stayed within their divergence limits.

EURO-CURRENCY INTEREST RATES

Rate	1 month	3 months	6 months	12 months	18 months	24 months
London	10.00	10.00	10.00	10.00	10.00	10.00
Frankfurt	10.00	10.00	10.00	10.00	10.00	10.00
Paris	10.00	10.00	10.00	10.00	10.00	10.00
Brussels	10.00	10.00	10.00	10.00	10.00	10.00
Amsterdam	10.00	10.00	10.00	10.00	10.00	10.00
Geneva	10.00	10.00	10.00	10.00	10.00	10.00
Basel	10.00	10.00	10.00	10.00	10.00	10.00
Zurich	10.00	10.00	10.00	10.00	10.00	10.00
Vienna	10.00	10.00	10.00	10.00	10.00	10.00
Bonn	10.00	10.00	10.00	10.00	10.00	10.00
Munich	10.00	10.00	10.00	10.00	10.00	10.00
Stuttgart	10.00	10.00	10.00	10.00	10.00	10.00
Düsseldorf	10.00	10.00	10.00	10.00	10.00	10.00
Köln	10.00	10.00	10.00	10.00	10.00	10.00
Dortmund	10.00	10.00	10.00	10.00	10.00	10.00
Essen	10.00	10.00	10.00	10.00	10.00	10.00
Duisburg	10.00	10.00	10.00	10.00	10.00	10.00
Münster	10.00	10.00	10.00	10.00	10.00	10.00
Bielefeld	10.00	10.00	10.00	10.00	10.00	10.00
Osnabrück	10.00	10.00	10.00	10.00	10.00	10.00
Bielefeld	10.00	10.00	10.00	10.00	10.00	10.00
Bielefeld	10.00	10.00	10.00	10.00	10.00	10.00

Long term Eurodollar: two years 8.5-9.5, per cent; three years 9.5-10.5, per cent; five years 10.5-11.5, per cent; ten years 11.5-12.5, per cent. Short term rates are call for US Dollars and Japanese Yen; others, two day rates.

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FINANCIAL FUTURES AND OPTIONS

LIFE AS TREASURY BOND FUTURES OPTIONS

Strike	Call	Put	Call	Put
100	1.00	0.00	1.00	0.00
101	1.01	0.01	1.01	0.01
102	1.02	0.02	1.02	0.02
103	1.03	0.03	1.03	0.03
104	1.04	0.04	1.04	0.04
105	1.05	0.05	1.05	0.05
106	1.06	0.06	1.06	0.06
107	1.07	0.07	1.07	0.07
108	1.08	0.08	1.08	0.08
109	1.09	0.09	1.09	0.09
110	1.10	0.10	1.10	0.10

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CANADA

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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NEWLY QUALIFIED APPOINTMENTS

The Financial Times will be publishing the results for the Institute of Chartered Accountants on Thursday 1st March.

The advertising rate is £53.00 per single column centimetre with premium positions available by arrangement at £63.00 per single column centimetre.

A Guide to Recruitment Consultancies will also be published at £80.00 per entry with extra information at £16.00 per line.

For further information please contact:

Nicholas Baker 01-873 3351
Elizabeth Arthur 01-873 3694

ACCOUNTANCY COLUMN

ARTHUR YOUNG condensed b/sheet Sept 30 (\$m)

	Account basis 1988	Cash basis 1988	Cash basis 1987
Assets			
Cash and cash equivalents	41.5	41.5	50.7
Client accounts receivable - net	119.2	25.4	23.4
Investments and advances to foreign affiliates	27.7	27.5	21.9
Equipment and leasehold improvements - net	75.3	88.7	87.5
Other assets	208.8	105.0	100.0
Liabilities and partners' equity			
Payable to retirement plans and other liabilities	47.9	29.2	31.1
Long-term debt	80	80	60
Partners' equity	107.8	96.2	91.1
Paid-in capital	69.9	69.9	62.5
Undistributed cash earnings and other invested capital	39.9	39.9	45.3
Additional equity	97.1		
Total equity	190.9	109.8	107.9
	208.8	196.0	199.0

ERNST & WHINNEY balance sheet Sept 30 (\$m)

	Account basis 1988	Cash basis 1988	Cash basis 1987
Assets			
Cash and cash equivalents	29.8	29.8	49.8
Client accounts - inventories	177.1	24.1	25.9
Investments and advances to affiliated firms	10.1	10.1	7.4
Equipment and Leasehold improvements - net	118.7	118.7	101.1
Other assets	371.5	190.3	192.0
Liabilities and equity			
Payable to retirement plan and other liabilities	43.5	35.0	31.1
Advances from clients	6.5	6.5	5.5
Partners' and principal's equity	50	41.5	36.5
Paid-in capital	94.0	94.0	86.7
Undistributed cash earnings	64.3	64.3	72.3
Additional equity	103.2		
Total equity	321.5	195.3	194.0
	371.5	196.8	199.0

Information document figures

By David Waller

READERS learned last week how much US partners in four of the big firms paid themselves last year. Now there are details of the operations statements and balance sheets of Arthur Young and Ernst & Whinney in the US. The data are taken from the (confidential) Information Document circulated to partners in the two firms before they merged last year.

The operations statements show the market has been growing a lot more slowly than in the UK; growth in fee income for the US firms has not exceeded 15 per cent a year in the last five years. The US firms have been growing at 20 per cent or more a year. While growth in US fees has been broadly the same, Ernst & Whinney was more profitable than Arthur Young after taking pensions and other factors into account, the return on fee income was forecast to be 24 per cent for E&W in 1988, 15.5 per cent for Arthur Young. Total return on fee income dropped from 19.8 to 15.5 per cent for Arthur Young, from 25.8 to 24 per cent for E&W.

The firms' balance sheets differ markedly. Arthur Young had much more cash than E&W, both in absolute terms and obviously as a proportion of total assets. But AY was much more highly geared than its merger partner, with long-term debt of \$60m giving a ratio of long-term debt to equity of 31 per cent. E&W had no long-term debt and was financed largely by equity from its own partners.

COMPARATIVE SUMMARY OF OPERATIONS

ERNST & WHINNEY

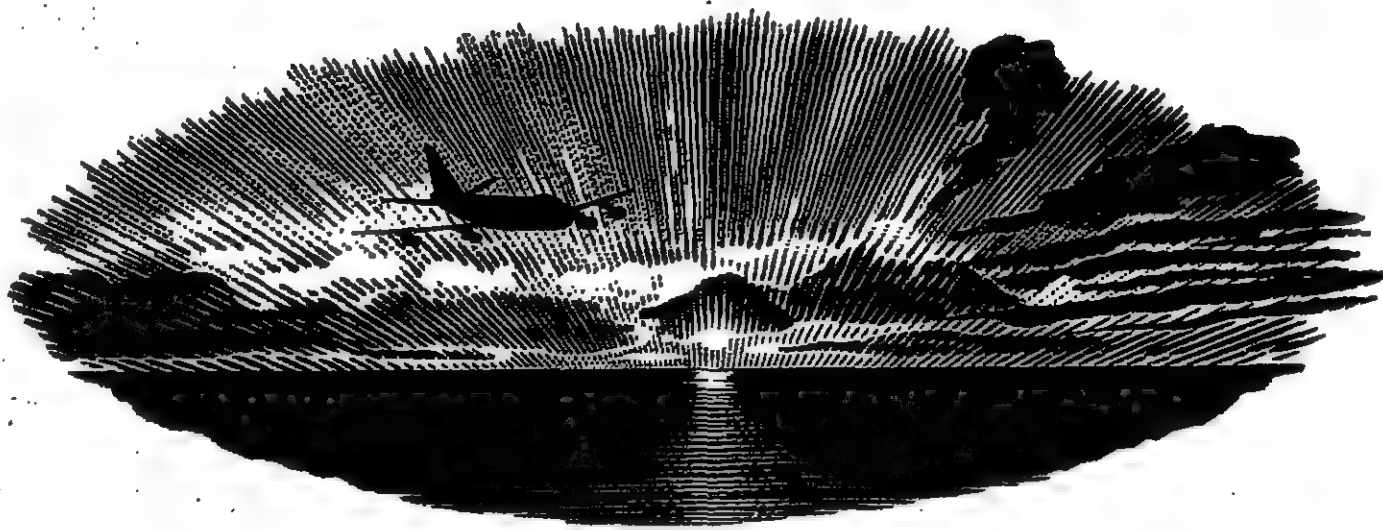
(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	808	903	1,036	1,174	1,318
Cash earnings for allocation	189.3	211.8	238.4	260.9	288
Accrued Earnings available for distribution	220.4	240	274.8	293.2	331.3
Average number of partners	1,012	1,079	1,142	1,236	1,260
PER PARTNER - Sums in Thousands of Dollars					
Cash earnings available for allocation	187.3	196.3	208.5	211.9	228.1
Contributions to pension trusts	12.5	13.3	13.9	14.6	14.8
Interest on capital investment	7.1	6.4	5.7	6.8	7.9
TOTAL	206.9	216.0	228.1	233.1	250.8
Accrued earnings	217.8	222.4	240.8	237.2	262.9

ARTHUR YOUNG

(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	574	662	738	843	939
Cash earnings for allocation	105.0	115.8	131.8	134.5	133.6
Accrued Earnings available for distribution	114.6	137.1	155.2	146.9	166.0
Average number of partners	765	783	807	836	871
PER PARTNER - Sums in Thousands of Dollars					
Cash earnings available for allocation	134.6	148	164.1	161.4	156.1
Contributions to pension trusts	7.1	7.2	7.2	7.3	7.0
Interest on capital	3.1	5.7	6.3	7.0	6.8
TOTAL	144.8	157.9	177.6	175.7	169.9
Accrued earnings	149.8	175.1	186.8	175.3	190.6

ACCOUNTANCY APPOINTMENTS

Why two Tax Managers had a mid-Atlantic tussle with the French Law



One of our Partners in London had written an article which, it transpired, was of particular interest to a major American investment bank. The first we knew of this was a phone call from New York on Tuesday morning.

The Tax Manager who took the call was asked for advice on the new French Law relating to securitisation. He called in another Tax Manager from Paris who also works on our international on-call programme. A great deal of contemplative head scratching ensued. Thursday morning saw the two of them on a flight to New York putting the finishing touches to their presentation.

The meeting with the bank the following day went as planned - the result: a new client.

THE MORAL OF THE STORY

We offer our Tax Managers an unrivalled degree of autonomy. In fact, the signature of an Arthur Andersen Manager is sufficient to commit the firm.

Our Tax Managers operate in an environment that encourages informality and team spirit. That's because we ensure that they have the best training and technical support available.

Our Tax Managers are highly talented and very ambitious. That's because Arthur Andersen is a meritocracy in which career development comes rapidly. We offer a salary and benefits package which is unlikely to be bettered elsewhere and prospects for partnership which are very real.

These factors have helped our tax practice grow dramatically in recent years. Indeed, compared with other firms, tax consultancy is a much larger part of our overall UK practice.

Behind our success lies a commitment to providing business solutions, not just tax solutions. We're able to do that because, in our opinion, Arthur Andersen Tax Managers are the best in the business. We'd like you to join them.

Develop your career now by contacting Helen Shaw, Arthur Andersen, 1 Surrey Street, London WC2R 2PS. Telephone 01-438 3250.

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OPPORTUNITIES AVAILABLE IN CENTRAL LONDON AND LEEDS

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Winchester

A wholly owned subsidiary of a successful plc, our client manufactures and distributes technical products. Turnover is in the order of £5 million.

Reporting to, and working closely with, the managing director, the finance director will assume total responsibility for the finance and accounting functions of the company and will participate actively in the overall management of the business. The finance director will play a key role in the development and future growth of the company.

The successful candidate will be a qualified

£35,000 + bonus + car

accountant with proven financial management abilities gained in a manufacturing environment. Previous experience in the development and implementation of internal controls, computerised systems and management information is essential. A keen commercial awareness, and the ability to contribute effectively in a hands-on, team environment are necessary.

Please send career and personal details, quoting reference F/690/F to Frances A. Bell at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

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Finance Director

London

£40,000 + Car + Share Options

This major Division (t/o £20m) of an acquisitive medium sized UK plc is involved in the photographic sector. The Group's strategic direction has been effective in producing strong growth.

In addition to having accountability for the effective operation of the finance function, the successful candidate will be expected to contribute to the strategic growth of the Division and therefore must be able to demonstrate broad commercial skills.

This is a very hands-on assignment initially. Key areas of responsibility will involve the development of existing computerisation, ensuring the maintenance of tight financial controls and evaluating future growth opportunities both in the UK and internationally.

Candidates should be qualified accountants, age indicator 35-40,

ambitious, with proven interpersonal skills, commercial experience and strong personality preferably gained in a distribution or f.m.c.g. environment.

The future prospects within this dynamic organisation are exceptional and extend beyond the financial area. Please telephone or write enclosing a full curriculum vitae quoting ref. 404 to:

Nigel Hopkins FCA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 01-839 4672

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FINANCIAL SELECTION AND SEARCH

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Manufacturing

Midlands

c.£45,000 + bonus etc

Exceptional career opportunity for a rising finance director/controller to head the finance function in a substantial manufacturing company.

THE COMPANY, turnover c.£100m, produces metal components and operates a multi-site business from its Midlands headquarters. It is a key part of a leading UK group and is expanding organically and by acquisition.

THE ROLE is to manage the finance and computer functions with special emphasis on upgrading information systems to meet the needs of a vigorous, expanding business.

CANDIDATES, age 32-45, will be qualified accountants who have headed a modern financial control function in a substantial manufacturing business; will be experienced in systems development and will have good leadership skills. Contracts management and acquisition experience would be helpful.

Please reply in writing with full CV and quoting Ref 1964 to Waggett & Company, 5 Clifford Street, London W1X 2BX. Tel: 01-494 2551. Fax: 01-439 0222.

WAGGETT & COMPANY
executive search consultants

HEAD OF FINANCE

International Leisure Company
c.£25,000+

We are market leaders in our field and are looking for a qualified finance professional to complement the company's rapid expansion. The successful applicant will head up a small existing team and will be responsible for ensuring the company's finance and administrative systems match up to our turnover and profit and growth. Involvement in corporate acquisitions and development of new international and U.K. subsidiaries is required in a role which reports directly to the Group Managing Director.

Please send C.V. in strictest confidence with full details of career and salary progression to The Group Managing Director.

Box A1454, Financial Times,
One Southwark Bridge,
London SE1 9HL.

COMMERCIAL DIRECTOR

Woking

£40,000 + bonus, car

**KAY
CONSULTANCY
GROUP**

International Executive Search & Management Consultants

The UK subsidiary of a successful international group with a turnover of £1 billion, derived from various service industries is currently looking to expand its £30 million business in the UK. A commercially-minded person is sought to play a key role in the management and development of the group which currently has 450 employees.

The Commercial Director will be responsible for monitoring and providing support to existing group activities in addition to co-ordinating the development of the group. This will involve the identification and evaluation of acquisition targets. He will work closely with the Managing Director to whom he will report.

Candidates, who are likely to be aged between 35 and 45, should have a recognised business qualification, proven financial and analytical skills and be computer literate. Industrial experience and experience of making acquisitions is essential.

A substantial package including bonus, car and executive benefits reflects the importance of this position within the group.

Interested applicants should forward a full curriculum vitae to:

David Binney,
Kay Consultancy Group Limited,
Thomas Valley Office, Kennet House,
80-82 Kings Road, Reading RG1 3BJ.

Financial Director

Birmingham

c.£28,000 + Car(FX) + Bonus + Bens

The Client

Our client is a £25 million turnover manufacturing subsidiary of a diverse International Plc. Operating in the dynamic FMCG market they are recognised as a market leader in their field. Following the promotion of the previous incumbent to a general management position within the group they are now seeking to appoint a commercially minded Financial Director.

The Position

Reporting to the Managing Director the successful applicant will be responsible for the formulation and implementation of long term strategic plans including acquisitions and special projects, review of monthly/quarterly and annual results, and the day to day running of the finance department including DP and credit control.

Interested candidates should contact Nick Stephens on 021-333 4450 (office hours) or 021-445 5055 evenings/weekends. Alternatively, write enclosing CV to the address shown.

The Person

Applicants must be experienced qualified accountants with a 'hands on' management style, who can demonstrate a successful track record of achievement to date together with well developed inter-personal and commercial skills. Experience of working within the manufacturing sector (ideally FMCG) would be a distinct advantage.

The Rewards

The salary package indicated shows the commitment of our client to attract exceptional candidates. It will include those benefits normally associated with a progressive organisation including relocation expenses where necessary. Promotion prospects are excellent.

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The Midlands
Specialists in Financial Recruitment

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126 Colmore Row,
Birmingham,
B3 2BR.

FINANCE DIRECTOR

Leisure services - £35m t/o

From £40,000 + car

Berkshire based, the group is a successful national business, operating with considerable independence within a dynamic plc.

A commercially oriented ambitious accountant with strong management skills is required. Reporting to the Managing Director, he/she will make a substantial input to business strategy and be fully accountable for finance, accounting, MIS and company administration.

The group has a range of activities, providing both products and services to

a large customer base, and several regional offices. Recently enhanced computerised systems link these with Head Office and the Finance Director will be expected to lead their continuing development.

A background in fast moving, sales oriented business is essential. Strength of personality and communication skills will be valued as highly as technical ability.

Please send career details, including current salary, to Mike Smith quoting ref. G/303 or telephone him on (0734) 505555 for further information.



Peat Marwick McLintock
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Abbots House, Abbey Street, Reading, Berkshire RG1 3BD.



Memorandum to Chairmen and Chief Executives who are seeking top calibre Finance Directors.

With the changing and difficult environment in the financial skills market, there is increasing concern about the lack of effectiveness and high cost of traditional headhunting services.

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It guarantees confidentiality to client companies and candidates, under the personal responsibility of a Reed Executive PLC main board member.

It specialises in senior financial appointments and is backed by the full resources and experience of Reed Executive, the first selection consultancy to establish a specialist accountancy appointment service.

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QT Search
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76 Cannon Street
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Our client is immediately recognised as one of the world's foremost international design and marketing consultancies with an outstanding reputation for both its creativity and the commercial impact of its work. Through dynamic management, sound strategic planning and innovative solutions provided to clients, this plc has achieved a dramatic increase in the range and scale of its activities.

With an excellent base client base and the opening of new offices across Europe, the expansion achieved to date is planned to continue and as a consequence a Financial Controller is now sought to be responsible for all day to day financial control of an £8m t/o division. Duties will include management reporting, business planning, systems enhancement and treasury matters. The role will require continual involvement in projects of an ad-hoc nature with frequent liaison to all levels and across many disciplines within the business.

Candidates will be qualified accountants, aged 28-30, with an ability to get thoroughly involved and who can bring an enthusiastic and commercial attitude to this highly professional Group. Opportunities within this challenging and stimulating environment are excellent.

Please telephone or write enclosing full curriculum vitae quoting ref: 408 to:
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97 Jemmy Street,
London SW1Y 6JE
Tel: 01-839 4572

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Management Information

In this key role, you will prepare reports to board level of monthly business activities and trends, making appropriate forecasts and recommendations as well as taking responsibility for the construction and development of the business plan. You will also provide a financial consultancy service to all levels of management within the Division and take responsibility for the computerised management information system.

Expense Control

This role concentrates on the application of tight budgetary control procedures. You will be responsible for all aspects of expense monitoring, forecasting and planning, as well as providing reports up to board level. An essential part of the job will be to further develop the management controls in the flow of information and reporting.

With extensive contact with all levels of management, both these central roles call for good interpersonal skills, business awareness, strong analytical flair and computer literacy. Heading a small team, the ability to manage and motivate staff is also essential.

In addition to attractive salaries, valuable financial sector benefits include low-interest mortgage, non-contributory pension and interest-free season ticket loan. Career prospects are excellent.

Please telephone or send your c.v. to Mike Driscoll, GIFT, Prudential General Insurance Division, Charter House, Parkway, Welwyn Garden City, Hertfordshire AL8 6JJ. Telephone: Welwyn (0707) 338444.

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Specialist knowledge of the industry is less important than the ability to learn fast and manage a young and highly motivated staff.

The ideal candidate will be a young graduate Chartered Accountant but other qualified applicants with appropriate experience will be considered. The Controller will have to lead by example and be able to hold their own in a competitive department in a highly competitive company.

If you think you have the strength of personality and confidence to take on this very demanding post you should send your c.v. in confidence with a daytime telephone number to:

**HODGSON
IMPEY**

Peter Willingham (Ref 078)
Managing Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall, London SW1Y 5JQ

ACQUISITIONS MANAGER

make a real contribution in this strategic role

Surrey c£35K + share options + car

Our client, an acquisitive UK plc (t/o £45m) with significant overseas subsidiaries, is poised to enter an exciting period of growth, both organic and through acquisitions. They seek an ambitious individual who is looking for increased responsibility and the chance to make a real and visible contribution to the development of the Group.

Reporting to the Group Finance Director, the appointee will be a qualified accountant, aged 28-32 with experience of acquisitions and, ideally, a sound knowledge of corporate taxation. Personal qualities sought include drive, commitment, enthusiasm and the ability to communicate at senior level.

The package includes a basic salary, bonus, share options, company car plus usual fringe benefits.

For further details and an application form telephone Guildford (0483) 300538 (24 hours) or write to Peter Page, Senior Consultant, 31 Consultants Limited, 3 The Willings, Walnut Tree Close, Guildford, Surrey GU1 4UL, quoting ref: PP7894.

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£50,000 plus car

Our client is an international management consulting firm specialising in the implementation of strategic change. With more than 20 years' experience working with corporate leaders in the U.S., a London office was established two years ago and now has more than 100 consultants working with major "blue chips." Plans are under way to expand into other European cities.

A Financial Controller is required to take overall responsibility for the accounting and financial management of the U.K. operation and to assist in assessing possible acquisitions, or in establishing appropriate entities in Europe. The initial tasks however, will be to enhance the quality of management information and to act as adviser to senior management on all statutory and legislative matters.

A graduate, chartered accountant is

required with above average intellectual and analytical ability combined with first rate verbal and written communication skills and a flexible but disciplined approach. Candidates must be able to relate successfully to highly qualified professionals in a knowledge-based business. Previous experience of treasury and corporate and personal taxation is required and will ideally, have been gained in more than one country. A second European language is strongly preferred.

This is an unusual and challenging opportunity to join an energetic, rapidly growing, but highly professional organisation and to make a significant contribution to its future direction.

Please reply in confidence enclosing full curriculum vitae to Carey Jenkins quoting reference UN105.

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RICHMOND £25,000 + car + package

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High calibre investment group offers a stimulating role which involves analysing, evaluating and reporting back views and recommendations on clients' financial status and management - thus playing the key role in dictating levels and terms of lending capital. Research into economic and industry trends, accounting and legal issues will all be part of this very broad-based position. An exceptionally good package will comprise mortgage subsidy, company car, with paid parking, and excellent personal benefits. Ref: 67066

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Small subsidiary (c£3m t/o) of high profile micro computer company offers scope for you, to create a finance function to your own specification. Reporting to the young M.D., your brief will be to create, develop and implement all accounting systems. Your other responsibilities encompass monthly reporting, control of project costing, statutory accounts and cashflow forecasting. Directorship prospects form a part of the attractive package.

Ref: 25A161B2
Contact the Manager: 20 Queen Victoria St, Reading O734 596677
Fax: O734 591707

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Controller Finance & Administration

N.Home Counties

to £40,000 + Bonus + Car

This well-known and highly successful international consumer products group is committed to maintaining its dominant market position through the further development of a clearly focused growth strategy.

The UK division is a key participant in the achievement of this strategy and, as a consequence, is seeking to strengthen the calibre of the finance team.

Reporting to the Director of Finance you will be responsible for a 30 strong department. Your initial key task will be to review and project manage the enhancement and implementation of sophisticated management information systems and reporting procedures. You will work closely with senior colleagues and contribute to the raising of reporting standards through the provision of timely and accurate financial information.

A Chartered Accountant, preferably aged 32-38, you will possess the technical competence and professional maturity to lead and motivate a committed finance team. Your experience should have been gained within a large corporate environment. Awareness and understanding of accounting standards, preferably including C.I.A.A.P. reporting, would be a distinct advantage.

Compensation benefits will include an attractive profit related bonus scheme, fully expensed executive car, non-contributory pension scheme and family healthcare. A generous relocation package will be available if required. Prospects for advancement within this progressive environment are considered excellent.

For further information contact James Hyde on 01-839 7595 or alternatively write, enclosing a detailed CV, to the address below.

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52 ST. JAMES'S SQUARE, LONDON SW1Y 4JR FAX: 01-830 7470. TELEPHONE: 01-839 7595.
A GKR Group Company

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to £40,000 + car + benefits

One of London's most prestigious teaching hospitals is currently seeking to recruit a high calibre qualified Accountant to play a key role in preparing them for substantial change management in the 1990's.

Reporting directly to the General Manager, and working closely with the 14 clinical directorates created as a result of decentralisation, you will be responsible for developing operational efficiency and planning future hospital services based on expected funds and anticipated demand. A further key task will be to improve the quality of management information and systems to provide a platform for commercial decision making and development of resource management.

Probably, aged in your early to mid thirties, a graduate qualified accountant, you will be able to demonstrate a history of achieving objectives, and the ability to work

under pressure with a diverse workload. Outstanding communication skills are pre-requisite, particularly in dealing with general and clinical management and corporate decision-making on non-financial issues.

The remuneration package will be negotiable based on experience and ability and will not be a limiting factor. Please forward a detailed résumé including current remuneration, quoting Reference No. 10/737, to Jonathan Williams at Morgan & Banks Search and Selection Plc, First Floor, 114 St. Martin's Lane, London WC2N 4AZ. Alternatively contact him on 01-240 1040 to arrange an initial meeting.

Morgan & Banks

LONDON

WASHINGTON

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AUCKLAND

Financial Controller

North of England

Our client is the market leader in the distribution of time sensitive materials within the UK with the administrative centre located in Yorkshire.

This will be a Board appointment, reporting to the Managing Director and working with a team of circa 60. The appointee will be responsible for the financial management of the business and play a key role in the strategic growth of the division.

Major responsibilities are to further develop the systems and controls currently operating, review and implementation of computer needs and the provision of timely and accurate management and financial information. Candidates will be graduate chartered accountants

£40,000 + car + benefits

aged between 35 and 45, with line financial management experience and familiarity with large company culture. Personal skills will include a proactive approach, drive and determination and a desire to take on new challenges. Good communication skills and the ability to perform in a team environment are essential.

The company has an excellent reputation for employee development and will reward success with rapid career progression within the group.

Please send career and personal details to Suzanne E Karoly, quoting reference F/120/K at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

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Director of Finance

Prestige Consumer Products

c. £35,000

Surrey/Kent Border

Highly successful plc subsidiary seeks experienced finance professional for new management team. Quality products, excellent growth potential and strong financial backing. Early appointment to the Board envisaged.

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- ◇ Recently acquired subsidiary of £170m turnover plc.
- ◇ Well established business with track record of profitability entering new phase of growth and development under new management.
- ◇ £5m turnover c 70 employed in the production, marketing and distribution of premier, fine art related consumer products.

THE POSITION

- ◇ Member of senior management team reporting to the M.D. with full responsibility for the financial management of the company.
- ◇ Key task to develop computer systems to enhance the already efficient financial and management information procedures.
- ◇ Wide ranging role covering financial reporting and management information, analyses, treasury and company secretarial.

QUALIFICATIONS

- ◇ Ideally certified or cost and management accountant aged late 30s or 40s with strong computer skills.
- ◇ Track record of managing the financial function in a small or medium sized company.
- ◇ Self starter, hands-on manager with enthusiasm and commitment.

Please reply in writing, enclosing full cv, Reference J0416
54 Jermyn Street, London, SW1Y 6LX

FINANCIAL CONTROLLER

London

£40,000 + Car
+ Bonus + Share Options

megasat

This highly entrepreneurial business has pioneered satellite communications in Europe since its formation in 1981. Today it is recognised as a market leader for professional, network and consumer systems and is currently enjoying the benefits of the present industry boom.

Its enviable reputation for integrity and technical excellence reflects the importance the company places on systems design and customer relationships. Clients include BT International, London Stock Exchange, BBC, Sky, BSB, Harrods and all the major players in European cable.

Turnover is increasing rapidly after doubling each year since 1981.

Reporting to the Chief Executive and monthly direct to the Board, the successful candidate will assume full responsibility for all finance, including the supervision of systems and staff, special assignments, joint venture agreements and most importantly preparation for a market flotation before the end of 1992.

You will be a qualified accountant with specific experience of controlling finance matters within a rapidly expanding company. The age of the candidate is not important, attitude is. Strong negotiation skills, good business acumen and the ability to achieve a Board position are prerequisites.

Interested candidates should contact Michael Herst or Jon Vonk on 01-629 4463 (day) or 01-720 1527 (evenings and weekends). Alternatively, please send a curriculum vitae to the address below or by facsimile on 01-491 4705 quoting Ref: MH816.

HARRISON WILLIS

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

Financial Controller

£35,000 + car

NW London

This is a highly successful and expanding Plc with a turnover in the region of £9.2m.

Central to its development is the appointment of a 'tough minded', computer literate Financial Controller who will report directly to the Chairman. Responsibility will be for the control of the accounting department and the implementation of a computer accounting system which must provide accurate and immediate financial control to the Board.

This is an excellent opportunity for a

resilient and articulate 'shirt-sleeved' Financial Manager to make a major contribution to a growing business.

Candidates aged 35-50, should be qualified and have gained previous financial management experience in a highly commercial environment, possibly within the insurance industry.

To apply, please send CV, in confidence, quoting CL/106 to:

Chris Lane, Moores Rowland, 43 Eagle St, London WC1R 4AP. Tel: 01-631-8383

Moores Rowland
Chartered Accountants

European Finance Director

c. 550,000 F. Fr

Paris

Our client is a US company and a leader in high quality office system furniture; sales in Europe are around \$70 million. The European headquarters are based in Paris, but extensive travel to the UK and elsewhere in Europe will be necessary.

The Finance Director has a leading role to play in the management and development of the European business, particularly in determining priorities within the overall business plan. Key accountabilities include leading the entire European financial and IT function, planning, forecasting and reporting on the financial implications of commercial decisions.

Candidates should be Chartered

Accountants with previous experience of heading up a company or divisional finance function. Multi-national/European experience is essential and exposure to US reporting systems and schedules would be a particular asset, as would a working knowledge of French and/or German. Professional weight and the personal ability to counsel and influence at Board level is equally important.

In addition to salary, there will be a comprehensive executive benefits package.

Please write - in confidence - with full details, quoting ref. 17552 to David Dodd, MSL International (UK) Limited, Broad Quay House, Bristol BS1 4DJ. Tel: (0272) 276617.

MSL International

Company Finance Director

Plus P&L Responsibility For A Business Unit

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Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

Annual turnover is £30m of this very successful subsidiary of a major UK plc. Aged early to mid 30's, a qualified Accountant with a proven business record, your role will be to ensure the highest quality of financial management throughout a closely knit professionally run multi sited business. Key future developments include the enhancement of systems as well as an active acquisition programme in an organisation that encourages real autonomy at operating company level. In addition to your responsibilities as Chief Financial Officer of the company and Board member, you will be personally accountable for the performance and development of a growing £3m per annum turnover business unit which is currently subject to a substantial investment programme. As a complement to your technical pedigree as a financial manager you must have a high level of communication and interpersonal skills. An ability to make a substantial contribution in a very challenging, dynamic and achievement oriented organisation is essential.

J.A. Thomas, Ref: L13153/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661. Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

Finance Director (Designate)

Excellent Potential

Subsidiary of Major Plc

The Midlands

Circa £30,000 + Car

Our client, a successful autonomous subsidiary of a major British Plc, operates in the Midlands and is a leading supplier to a specialised section of the motor trade. It has an excellent reputation, is highly profitable and has the potential to develop its operations further. They now seek a high calibre Finance Director Designate.

Reporting to the Managing Director you will lead a small head office team responsible for the accounting and financial control of the company. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 26 to 33. The business is poised for further development and a strong commercial awareness is therefore essential. Good computer skills and an ability to take a 'hands on' approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills.

This is a senior appointment and has excellent career prospects. Location is in the Midlands and there is an attractive remuneration/relocation package for the right candidate.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 710, to Adamson & Partners Ltd., 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 420802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

F. D. DESIGNATE

Lincolnshire

£25,000 + Car

Our Client, a subsidiary of a Public Group, design, manufacture and market high quality packaging materials. The company, with a turnover of £13 million, employs 400 staff operating from a number of UK locations, and has, in addition, a European subsidiary.

This key appointment involves a broad range of activities, with a principal function to co-ordinate and develop the efficient financial management of the company. The role will be pro-active and will involve financial and commercial decision making at senior level.

Applicants will be qualified Accountants with genuine financial, commercial and interpersonal skills. With the ability to lead a small team, a good understanding of computerised systems is essential, ideally gained from a manufacturing background. Age indicator 28-40 years.

Overall this is a rare opportunity to become involved in an exciting programme of business development with a progressive Group. In addition to outstanding career prospects, an extensive remuneration package is on offer with a generous range of supporting benefits.

Please write with full career details, including current salary, and quoting Reference L/128/89 to Simon Clements.

KPMG Peat Marwick McLintock

Executive Selection

Arlan House, Salisbury Road, Leicester LE1 7QS. Telephone (0533) 471122

Head of Financial Consultancy

Home Counties to £60,000+car

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth and rapid regional development has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to build a significant financial consultancy practice in an economically buoyant region with high growth potential. This will form an integral part of the firm's broader management

consultancy activities, which include marketing, I.T., human resources, manufacturing and distribution consultancy services.

The major responsibilities of the position will include initiation and development of business, managing assignments and the recruitment and development of a team of high calibre consultants. Existing clients range from small and medium sized companies to major international groups, across a variety of business sectors. Assignments are likely to focus on business planning, treasury

operations, cost management systems, financial control and financial reporting systems.

Candidates, aged 30 to 45, must be qualified accountants of graduate intellect, who can demonstrate a strong track record of achievement gained in both industrial financial management and, latterly, at a senior level in a major management consultancy. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should write to Alan Dickinson ACMA quoting reference 2618 at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Telephone 01-831 2000.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

FINANCIAL MANAGER

Salary £22,600 plus performance related pay
Dorset Family Practitioner Committee, responsible for the management of services provided by family doctors, dentists, pharmacists and optometric practitioners at an annual cost of some £65m, seeks a suitable person to take responsibility for its financial affairs, to provide expertise to fellow members of the Committee's senior management team and to help monitor, and advise practitioners facing radical change as the result of two Government White Papers.

The successful candidate will ideally possess a recognised accounting qualification and previous experience of NHS Finance will be an advantage but personal qualities and skills are paramount.

Job description/information pack from:-

Personnel Officer
Dorset Family Practitioner Committee
Victoria House
Princes Road
Ferndown
Dorset BH22 9JR
(Tel: 0202 893900)

Closing date for applications - Monday 5 March 1990

In fact, as one of Britain's leading

Finance Houses with a national network of branch offices and a major subsidiary of the National Westminster Bank Group, we can provide a truly progressive environment in which to explore your full potential.

We're keen to talk to qualified accountants about the exciting and varied opportunities across our business areas including our Head Office at Redhill. This is an ideal opportunity for you to talk to us informally about the excellent financial sector benefits and first-class career prospects available throughout the Group.

Accountants



Lombard North Central PLC
A member of the National Westminster Bank Group

OPEN EVENING

Talk to us between 5.30 and 7.30 p.m. on
Wednesday, 7th February at Redhill, Surrey.

We have **all** the options you need...
and a lot more besides.

If you're an ACA, ACCA or ACMA, with between one and five years' post-qualification experience, come along to our modern Head Office, just two minutes walk from Redhill station, and find out how we can help advance your career.

If you can't make it, please write with brief cv, quoting reference FT1, to Ursula Robinson, Lombard North Central PLC, Lombard House, 3 Princess Way, Redhill, Surrey RH1 1NP.

Lombard North Central PLC is an equal opportunity employer and positively welcomes applications from all sections of the community.

Financial Controller

North West London to £35,000 + car

Our client is a young and highly ambitious company specialising in importing and marketing contemporary office furniture. Established in 1985, both staff and turnover have more than quadrupled and the company anticipates further dramatic growth in the next few years. They are already recognised amongst the market leaders in their field and have future plans for diversification and expansion. As a consequence, they have identified an urgent need for a Financial Controller.

Reporting directly to the Managing Director, the candidate will be a qualified accountant with proven management and commercial skills. They will assume immediate responsibility for all financial and administrative functions, and will be expected to make a significant contribution to the future growth and development of the company.

Ideally, candidates should be aged between 27 and 34, with achievements in the field of business development and strategy planning. A graduate ACA/ACMA/ACCA with stamina and genuine commitment are required for this challenging and demanding role. There are excellent prospects for a high calibre candidate, in line with the predicted future growth of this company.

Interested candidates should send a detailed CV, including current salary and daytime telephone number to Carol Jardine at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH quoting reference LM 113.



SPICERS EXECUTIVE SELECTION

A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Controller

FINANCIAL ACCOUNTING

to £34,000+Car+Reloc. Pkg+Benefits

The client is a major U.K. designer and manufacturer of High-Tech electronic systems, based in the South East, whose capability in advanced technology has taken them to the forefront of the world's markets. Growth and success in recent years can be attributed to various other factors, which include the ability to deliver promptly within budget and to provide first class support. Also the implementation of and adherence to strong accounting, procedural and control mechanisms, have combined to consolidate their reputation worldwide.

As Controller-Financial Accounting you will report to the Financial Director and assume overall responsibility for the Financial Accounting, Cash Management and Internal Audit functions. More specifically, this will include the supervision of a strong management team responsible for the Bought and Sales Ledgers, the preparation of Statutory Accounts, fixed asset accounting and foreign currency management, together with systems design and implementation, payroll and the definition of cash management policies and procedures.

Candidates (aged 28+) will be qualified Accountants, ideally with exposure to an industrial environment gained from either a medium to large manufacturing organisation or the professional audit environment. A state of the art understanding of modern accounting techniques, together with first class man-management and interpersonal skills are essential criteria. They will be innovative, proactive and confident, possessing the ability to display the energy, initiative and flair required to meet the continuing challenge that this role will present.

For further information, please telephone or write, in strictest confidence, enclosing full career details, to David Goodrich, Firth Ross Martin Associates Ltd., Search and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY Telephone 01-628 2441 Fax 01-382 9417.

Firth Ross Martin

FIRTH ROSS MARTIN ASSOCIATES LTD.

CHALLENGING OPPORTUNITIES WITHIN AN EXPANDING GROUP

Yorkshire

This highly acquisitive group has grown substantially over the past five years creating a divisionalised and diversified organisation employing in excess of 6,000 people with a worldwide turnover of £300M+. Internal promotion within one of the group's major divisions, which operates through a number of specialist and autonomous engineering companies, has created two influential management positions.

Divisional Financial Controller

£35,000, car

Reporting to the Divisional Chief Executive and working closely with him, the role will be all embracing involving the profitable development of the division's activities. A key element of the position will be formulating a total business strategy together with direct involvement in the commercial aspects of major contracts, many overseas based. Aged 30-45, qualified and commercially aware, candidates should have an engineering background, preferably including major projects. The ability to operate with the minimum of direction and work closely with unit management is essential for success. Quote reference: (F.T. 353C).

Financial Director

£30,000, car

To provide the financial and commercial controls for this high technology based process plant manufacturer with a turnover of £15M and employing 200+: emphasis is placed on advising colleagues on all factors affecting the business profitability and growth strategy. With a number of years experience in a contract/job costing environment, the successful candidate will be 30+, a qualified accountant, have operated in a senior accounting role and be familiar with computerised systems. Quote reference: (F.T. 354C).

Both the above positions are based in an attractive part of Yorkshire. A comprehensive benefits package, including relocation, is available.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Telephone: 061-839 0089 quoting appropriate reference.

Howgate Sable

EXECUTIVE SEARCH AND SELECTION

CORPORATE STRATEGY

Major West Country Enterprise

This Successful, publicly quoted service organisation has once again achieved record profits, and, with access to considerable funds, has ambitious plans for growth and diversification.

To support these plans, two new high profile positions have been created which offer a significant degree of autonomy and variety in the provision of strategic investment advice to the Board.

Strategic Financial Planner c.£40,000

Assisting the Group Finance Director in the formulation of strategy and evaluation of strategic options, you will be responsible for considering acquisition targets and new business activities, their evaluation and appraisal, and subsequent negotiation and integration into the Group. You will also advise on funding, structure, reporting and taxation implications.

It is therefore essential that you have a business mind capable of rapidly grasping and developing commercial issues, together with the flexibility to work with the minimum of guidelines.

A Chartered Accountant aged 28-35, you must have demonstrable experience in this field, possess a high degree of motivation and commitment, credibility in dealing with external advisors, and the desire to contribute to the successful expansion of the organisation. Ref: PEX4027/FM

Investment Analyst c.£30,000

Reporting to the Strategic Financial Planner, you will provide high quality and detailed financial and market analysis to support the Board's decision making. With a capital investment budget exceeding £1bn in the next ten years, you will advise on investment strategy for both Group and main operating units, assessing market trends and ratios and advising on timing and priorities.

Aged 25-35 and ideally a qualified accountant or MBA, you should have the experience and ability to establish this function and create sound relationships with external advisors and brokers, necessitating a breadth of high level business and financial analytical expertise. Ref: PEX4028/FM

To apply for these positions, please send a cv, indicating current salary, and quoting the appropriate reference, to Fiona McMillan, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

PA Consulting Group

HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

EXECUTIVE ACCOUNTANCY ROLES South East International High Technology Corporation

This blue chip multinational group, established in 1981 has researched and developed microprocessing technology with emphasis on a truly automated means of transmitting information. A multi-million pound annual turnover and an outstanding record of growth and profitability has resulted in the need for:

COMPANY ACCOUNTANT (Director Designate) c £27,000 + Car + benefits

Reporting to the Managing Director and European Board, you will be solely responsible for financial control of the UK operations. With the potential for a Board Appointment within 12 months this position offers exceptional scope to personally influence the shape of the company and to play a key role in its future direction - ideally Stock Exchange flotation within 3 years.

A qualified ACCA/CIMA in your late 20's, you will have up to 5 years successful financial management experience in the commercial arena. Computer literacy together with strong communication and management skills are essential. Fluency in French would be advantageous.

For a flexible, decisive and ambitious individual this position offers an outstanding challenge in corporate development.

COMPANY ACCOUNTANT c £20,000 + benefits

Reporting to the Director Designate you will contribute significantly to the future growth and success of the company. This all encompassing role will include preparation of management accounts; control of all aspects of sales, purchase and nominal ledger administration combined with the ability to set up systems and provide timely and accurate information for Board Management.

This position represents an excellent opportunity for qualified ACCA/CIMA, aged early 20's with at least one year's commercial experience. Prospects for progression to Chief Accountant (UK Operations) are well defined.

Please write in confidence to Helen Kirschbeck or Gnaa Gallagher, at:

Argosy Search and Selection Ltd,
Suite 28, Beaufort Court, Admirals Way,
South Quay, Waterside, London E14 9XL
Tel 01-537 3717 Fax: 01-536 9925



Chief Financial Officer

Advertising, Public Relations and Marketing Group - Jeddah

US Dollars 60,000 Tax Free + Expatriate Benefits

This new position reports to the Director General of a well established and successful advertising, public relations and marketing group. The group is actively expanding its range of interests both by internal growth and by company acquisition and seeks an experienced Chief Financial Officer to be responsible for financial management during this period.

The Chief Financial Officer will be responsible for the finance function with particular emphasis on:

- * establishment of group wide financial procedures
- * funds management
- * project evaluation
- * development of computerised management reporting and financial controls.

The group is offering long term career prospects. Additional to the basic salary are expatriate allowances for car, housing, airfares, other benefits.

The successful candidates, a graduate with a UK or US accounting qualification, is likely to be either an experienced Finance Manager who is looking for a career move within the Middle East, or a younger accountant with some commercial experience wishing to develop with the group. Personal qualities of leadership and initiative are very important.

Age range 30 - 45: Good written and spoken Arabic is essential.

Please send career details including salary history, quoting reference JA/50 to: John Allen; Ernst & Young, Executive Recruitment Division, P.O.Box 140, Manama, Bahrain.

A role combining technical ability with "up front" communication

You will already have a financial technical background, and will be used to the preparation of budgets and forecasts and ideally analysing the profitability of new and existing business. For this challenging role however, you will also need the maturity and confidence to present this information to our customers in the form of "face to face" presentations and written documents as part of a negotiating team.

FINANCIAL CONTROLLER

c. £24,000 + car + PPP BRISTOL

We are Lloyds Bowmaker, a member of the Abbey Life Group and one of the UK's leading finance houses. As a Division of the Group we specialise in the provision of leasing finance for business equipment.

Although financially and technically minded you also need to see the wider implications of our business upon our customers when evaluating proposed new business ventures and developing financial planning and forecasts to achieve the goals and objectives of the Division.

As a Qualified Accountant with a background of 4-5 years' commercial experience, ideally in the leasing industry, you will be computer literate and familiar with FCS and Lotus. You will have excellent interpersonal skills and the potential to take on a people-management role developing relations with staff and suppliers. You may possibly be a graduate, though this is not essential as experience is more important than formal qualifications.

Ideally the position would suit a Financial Analyst or Financial Accountant with leasing experience looking for career development.

In addition to our attractive salary we also offer a benefits package consisting of a company car, PPP private health cover, non-contributory pension, excellent relocation package, mortgage subsidy and preferential loan scheme.

Please telephone for an application form or write with full career details plus current salary to: Teresa Bailey, Personnel Department, Lloyds Bowmaker, Business Technology Finance, Finance House, 80 Stokes Croft, Bristol, BS1 3QW. Telephone (0272) 248080.



Business Technology Finance

Corporate Financial Manager

City

Legal & General is one of the outstanding success stories in the British insurance industry with significant international business interests.

We have a small, high quality, central finance team based in the City and are now seeking an experienced professional for an important position in our Group Financial Control department.

Reporting directly to the Group Financial Controller you will take responsibility within the department for all aspects of our external financial reporting and play a key role in our corporate finance activities. The scale and variety of our business makes this a challenging appointment which offers the broadest scope.

c£45,000 + bonus + car

Candidates must be qualified accountants, probably in their early thirties, with experience of Stock Exchange reporting. Your current background may be in a manufacturing environment.

This position offers a highly attractive salary and a performance related bonus, plus a car, and benefits which include profit sharing, non-contributory pension and free medical insurance.

For further details please reply in confidence, with a detailed CV to: P. J. O'Sullivan, Personnel Manager (Group), Legal & General Group plc, Temple Court, 11 Queen Victoria Street, London EC4N 4TP.



Legal & General is an equal opportunities employer

DERIVATIVE PRODUCTS MANAGER - TRADER SUPPORT

ACA/MBA

Aged 25-35

c£50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

YOUNG FINANCE DIRECTOR

West Midlands

c. £35,000 + car + benefits

Following a reorganisation of its manufacturing facilities, this £30m turnover subsidiary of a well-known plc is in excellent shape to capitalise on the strong position it already holds in its niche marketplace. Following this appointment, a highly capable and dynamic management team will be in place to develop the business aggressively, thereby increasing profitability substantially.

One of your main initial aims will be to ensure that, with lines of communication much shorter, reporting systems are improved and the philosophy of tight financial control is understood and practised at all levels. There is plenty of scope here for you to make a significant personal impact and for this to be recognised in the form of a better informed commentary on business operations and quantifiable improvements in key performance criteria. The business will be adopting a very active development policy and your professional input will be crucial at all stages in this programme.

The company culture is demanding, fast-moving and results-orientated. To be a success here, you will need to be a highly intelligent, qualified, young professional with a well-developed "feel" for business, supported by practical experience in industry. The Group has a record of providing exceptional career opportunities for its young executives and of rewarding them impressively for effective performance.

Please apply to our Manchester office, where your contacts are Dudley Harrop or Audrey Shaw. Ref M336.



Amethyst House, Spring Gardens,
Manchester M2 1PA. Tel: 061-434 0618
Fax: 061-432 9123

Also at: Birmingham, Leeds, Liverpool,
Nottingham and Swindon
A Division of ASB Barnett Waddington Plc

Management Accountant

Retailing Chain

West of London

c.£24,000 p.a.
+ car

Our client is a high-profile retailing operation with well over 100 outlets across the U.K. Recognised as the market leader in its own field it sets the trading standards that its competitors strive to emulate.

A major expansion programme involving the upgrading and enlargement of the retail network has necessitated a dramatic and significant enhancement of the accounting function at head office.

A Management Accountant is to be appointed who will take personal responsibility for the implementation and development of a computerised integrated accounting system.

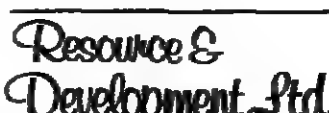
The role will develop into a function of considerable scope and variety centring on the production, analysis and interpretation of all management accounting data. In addition, the person appointed will be expected to communicate effectively with senior managers in ensuring that adequate accounting standards are established, understood and achieved by the relevant operational and retail staff.

Applicants, aged around 25, must be fully qualified accountants with relevant experience gained in a multi-branch retail group. Of paramount importance is an intimate knowledge of networked EPOS systems used in high-volume fast-moving consumer products retailing. Well-developed communication skills are a pre-requisite with the ability to relate well to staff at all levels, often in demanding and pressurized situations.

As the company and its parent group continue to expand, future career opportunities are excellent.

An initial salary c.£24,000 p.a. is envisaged. A company car and a range of fringe benefits completes the package.

In the first instance applicants should send a comprehensive C.V., including details of salary progression, to Brian Hodges acting as advisor to the company at Resource House, 8A High Street, Epsom, Surrey KT19 9AD. Alternatively telephone Epsom (0327) 794311 to request an application form.



SEARCH - SELECTION - APPRAISAL - TRAINING

FINANCIAL CONTROLLER

HEDSORBOARD, a privately-owned British Company, is the UK's leading board merchant supplying packaging and graphic boards to printers, cartonnage and converters.

A successful Company based on 3 sites with current turnover of £20m, we require a qualified ACCA/CIMA to undertake responsibility for all aspects of the financial management of the Organisation. As a key member of the management team the successful candidate will have a practical but innovative approach to improving the quality and presentation of management information. Effective use of computer technology is an important part of this role. Key objectives include:

- Preparation of Financial and Management Accounts.
- Improvement of Management Reporting Systems.
- Co-ordination of bi-annual budget preparation.
- Management of a small highly motivated team.

Candidates should be aged 28-35 with at least 2 years post qualified experience. Excellent interpersonal skills are essential, combined with drive and initiative.

SALARY: £25-30K + CAR AND BENEFITS

Please write in confidence, enclosing a full CV, to:

Michelle Birdie
Personnel Manager,
HedSorboard
Tolworth Tower,
Ewell Road
SURBITON
Surrey KT6 7EL
Tel: 01 390 3671



FINANCIAL CONTROLLER

An opportunity to join a fast growing, privately controlled company operating in construction materials. Ennemix Group is a significant, independent producer operating in the Midlands, East Anglia and South Coast regions.

The position entails full involvement and responsibility for assessment and control of Group cash resources within budgetary projections. The person will also be responsible for producing some of the Group's financial accounts to audit standard, and will have a direct responsibility for the finance of the operating subsidiaries of the Group and monitoring that they adhere to these financial targets.

This is a demanding job where a broad scope of financial management and accounting skills is essential, as is a willingness to take a personal involvement and dedication in the Group's achievements and targets. If you are ready to take on the hard work, the position offers excellent rewards.

Send a comprehensive curriculum vitae to C.V. McLeod, Chief Executive, Ennemix Holdings Limited, East Street, Bingham, Nottingham NG13 8DS.

To £50,000
+ CAR + PARTICIPATION

European Financial Director

This multi-divisional subsidiary of a diversified US high technology company is seeking a graduate qualified accountant with international experience to organise, develop and manage their financial and administrative functions across Europe.

This person will assume full responsibility for, on a Pan-European scale, overall expense controls, financial reporting and analysis, management reporting and budgeting whilst ensuring the provision of accurate information on a timely basis into the field and to Corporate US Headquarters. The position will also require the development of micro-based systems and the extension of worldwide accounting and reporting packages; compliance with SEC and local

statutory requirements, and management of the European treasury and tax situation.

American corporate exposure and experience in applying creative, practical solutions to ongoing and developing issues in a multi-country situation are essential. The position is located in the M4 corridor and will involve some international travel of short stay duration.

Please send résumé, including details of present remuneration and giving a daytime telephone number to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing, 9 Greyfriars Road, Reading RG1 1UG. Telephone 0734 597111 quoting reference A6802.

Coopers & Lybrand
Deloitte Executive Resourcing

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are in merger on 28 April 1990.

Financial Controller (with an entrepreneurial spirit)

£30-£35,000 + car
(South West)

Our client who is a specialist in the development, marketing and support of software tools for IBM mainframe systems, now wishes to appoint a Financial Controller.

This new position reports to the Managing Director with responsibility for establishing the financial function within the company. In this start up situation you will design and implement financial and management accounting systems which will cover its UK and overseas operations and then manage the accounting function. The position carries responsibility for both

management and statutory reporting, as well as treasury and company secretarial duties.

Applicants should be a qualified accountant in their 30s, with a good grounding in commercial accountancy in a computerised environment. A high degree of computer literacy in financial systems and PC modelling is essential. The position will appeal to a confident and ambitious individual who is seeking greater autonomy. Energy and self-motivation will be vital to keep up with the pace in the company's informal and lively working atmosphere.

A first class remuneration package will be negotiable to include a pension, 21. Granada or equivalent and private medical cover. Relocation expenses will be paid where appropriate.

Please apply in writing enclosing a full CV with salary details and quoting reference MCS/8989 to: Sue Lane Executive Selection Division Price Waterhouse Management Consultants Clifton Heights Triangle West Bristol BS8 1EB

Price Waterhouse

Merrell Dow Pharmaceuticals Limited

A UNIQUE CAREER OPPORTUNITY
for a high potential

MANAGEMENT ACCOUNTANT

Merrell Dow Pharmaceuticals Ltd is part of Marion Merrell Dow Inc, a highly successful US based multi-national Healthcare organisation committed to the ethical Research and Development, Manufacturing and Marketing of Pharmaceutical products.

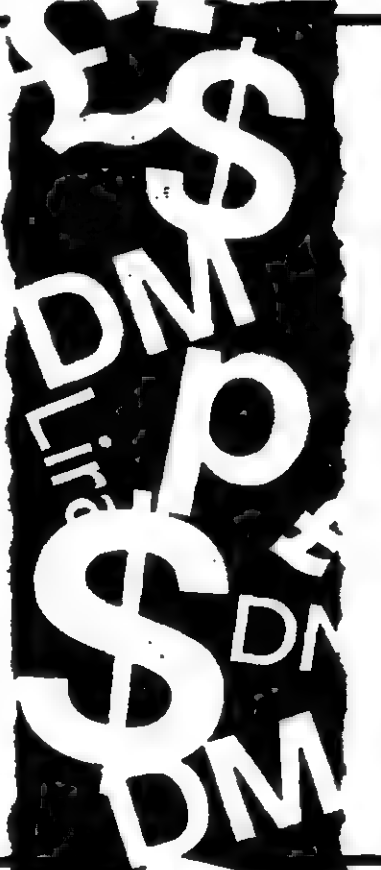
We have a long tradition of success and an ambitious vision for the future. We are amongst the fastest growing Pharmaceutical Companies worldwide and last year our combined global sales were in excess of \$2.3 billion.

An excellent career opportunity for a Management Accountant has arisen at the Company's new headquarters, located in Stockley Park, near Heathrow. The successful candidate will be responsible for the management accounts functions within the Company and will report directly to the Financial Controller. As you will need to familiarise yourself with all aspects of the pharmaceutical business, self-motivation and initiative are essential.

Candidates will ideally be qualified with a positive attitude towards the commercial environment. Your total commitment to quality will be rewarded by opportunities for significant career development within this major multinational.

We offer a very competitive remuneration package consisting of a high base salary plus performance related bonus, a flexible and innovative pension plan, car, subsidised health insurance and other significant benefits. Relocation assistance will be provided where appropriate.

For further information please contact Karen Blackham at Merrell Dow Pharmaceuticals Ltd by telephone on 01 848 5221, or send your CV to her at Lakeside House, Stockley Park, Uxbridge, Middx UB11 1BE.



Group Financial Accountant

North West

c £25,000

Our client, a substantial publicly quoted company with turnover around £260 million worldwide, designs and manufactures specialised engineering and consumer products. In addition to the U.K., manufacturing facilities are located in the U.S.A., Canada and Europe.

Re-organisation of the Group Head Office accounting structure has created the need for a Group Financial Accountant. Reporting to the Group Financial Controller you will have a small team of professionally qualified staff.

As a key member of the Head Office team you will be responsible for the review and consolidation of financial information including monthly and annual accounts, budgets and cash-flow forecasts of the subsidiary companies.

Our ideal candidate will be a Chartered Accountant with at least three years' experience either within a large

professional firm or within a Group Head Office accounting function, who will be familiar with all aspects of group statutory and management accounting and reporting systems. Experience of taxation and computerization would be a distinct advantage. The person appointed will be accustomed to working in a dynamic and fast moving environment and possess the personal skills necessary to succeed in this challenging position.

Conditions of employment are those associated with a successful group and include assistance with re-location where appropriate.

Please send a comprehensive C.V. quoting reference number 1551 to the Advising Consultant, Nexus Consultants, Gilbert Wakefield Lodge, 65 Bewsey Street, Warrington WA2 7JQ.



NEXUS

The Recruitment Solutions Company

FINANCIAL DIRECTOR DESIGNATE

Our client, based in Cambridge, is a market leader in the manufacture for sale and hire of laser display equipment and large screen video based products. The Company has achieved significant growth in both sales and profits and following a recent injection of development capital, current sales of £2m are forecast to rise to £6m within three years. The Company now wishes to recruit a FINANCIAL DIRECTOR DESIGNATE to join a young management team to take the Company to the Unlisted Securities Market. He or she needs to be a highly commercial, qualified accountant with strong inter-personal skills. Salary in the region of £30,000 plus benefits with the possibility of bonuses and share options at a later date.

Apply initially to the Company's adviser, Peter Howard-Jones, Jones Golding, Chartered Accountants, 70 Castle Street, Cambridge CB3 0AJ

DIRECTOR OF FINANCE

West Midlands £50K & excellent package

Our client, one of the top 100 public companies in the UK, is an acquisitive and innovative retail and distribution organisation.

The Company now wishes to appoint an individual of outstanding ability and potential as Director of Finance for a £250m turnover retail subsidiary based in the West Midlands. Reporting to the Managing Director the position will entail responsibility for all aspects of finance and involvement in commercial decision-making.

It is anticipated that the successful applicant will make a significant impact on the future growth of the business.

Applicants will be probably aged over 35, be professional accountants, and must have experience of computerised retail systems. Personal characteristics will include a strong personality, ambition and excellent communication skills.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555

Brian Ingram Associates

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE

SENIOR FINANCIAL ANALYST PAN-EUROPEAN MARKETING ENVIRONMENT

c.£30,000p.a. Plus car and benefits

Duracell is a European market leader in the premium battery sector, with high-profile brands and a reputation for marketing excellence. An independent and successful business, we are committed to continuing our programme of expansion throughout the 1990's.

We now have an opportunity at a senior level in our European H.Q. and seek a Financial Analyst who will be the focal point for financial information relating to all the marketing subsidiaries throughout Europe.

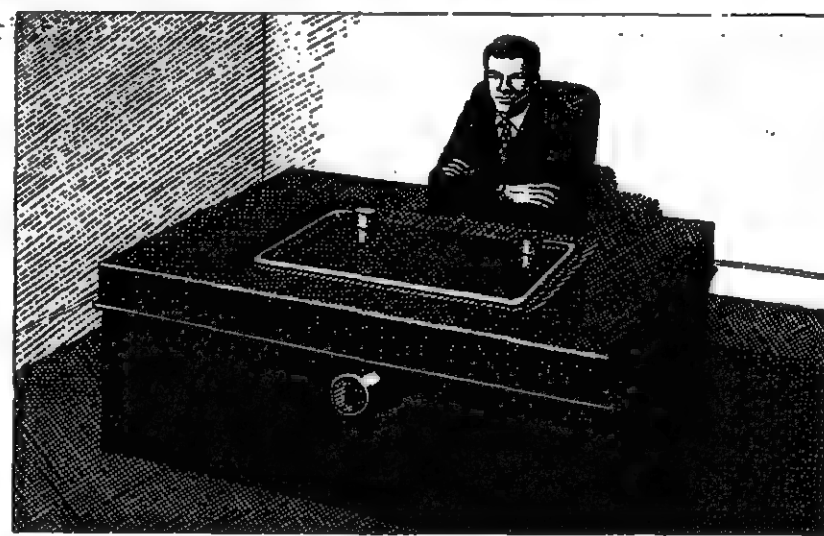
This is a highly visible role, which will involve close liaison with the company's most senior European Managers. Responsibilities will include the coordination, control and analysis of operating unit data, including annual plans and monthly actual information. The accuracy and insight provided by your commentary will directly affect vital business decisions.

Our need is for a qualified Accountant, probably aged 28-35, with proven interpersonal skills and the confidence to influence a dynamic business within the fast-moving consumer goods sector. Previous experience of a pan-European environment and/or fluency in a second language would be an advantage.

The remuneration package will fully reflect the importance of the role, with a salary of around £30,000 p.a. plus fully expensed company car and a comprehensive range of benefits.

Please write, or fax a full c.v. to: Tony Tomblin, Personnel Manager, European H.Q., Duracell Batteries Limited, Mallory House, Hazelwick Avenue, Three Bridges, Crawley, West Sussex RH10 1FQ. Fax No: (0293) 549320.

DURACELL



Where does an ambitious treasury manager go from here?

For at least three years now, you've done a first-class job in corporate treasury management.

And although still in your late 20's or early 30's, you have developed excellent professional,

social and interpersonal skills.

But is your present company giving you the opportunities that you deserve? If not, consider treasury management consultancy with KPMG Peat Marwick.

We're currently looking for ambitious men and women, ideally with ACMA, ACA, ACCA or MCT qualifications.

As a consultant with us, you'll enjoy the challenge of a wide variety of assignments, ranging from multinational corporations to private companies to public sector organisations.

You will stretch yourself, advising our clients' most senior management.

You'll work alongside some of this country's highest calibre, most experienced management consultants, often as part of a multidisciplinary team.

And you'll enjoy all the scope for career development we can offer. Write with full c.v. to Karen Church, KPMG Peat Marwick Management Consultants, 1 Puddle Dock, Blackfriars, London EC4V 3PD quoting Ref. FM F90 FT.

You have a future at **KPMG** Peat Marwick Management Consultants

Practice Director

North Midlands

£35,000 + Car + Benefits

Our client is a leading provincial firm of solicitors operating principally in the Midlands and the North West and increasingly in London and internationally. The practice provides a high quality service of specialist and general commercial legal and financial advice to the business community. Continued expansion of activities has identified the need for a Practice Director.

Reporting to the Managing Partner, the prime emphasis of this key appointment is to provide the Partnership with wide ranging support in the management and development of the practice. The Practice Director will assume full responsibility for finance, accounting and all administration services and staff. The individual will have

significant involvement in the formulation and implementation of future business strategy.

Candidates, aged 35+, are likely to be graduate Chartered Accountants who can demonstrate sound technical and commercial expertise and a team orientated, hands-on management style. A commitment to high standards of performance and a professional approach are essential. The role offers an excellent career opportunity, with a high quality of work combined with an exceptional quality of life.

Interested applicants should contact Mark Harley BSc(Hons), ACCA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ or telephone 061-228 0396.



Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

CITY TREASURER

**Package circa £66,500
plus relocation package up to £20,000**

Birmingham has established itself as one of the most progressive cities in the European Community through the foresight and achievements of many organisations including the City Council. We have always been regarded as a progressive authority, due to our pioneering development work and policies which aim to provide a first class service to our one million citizens. To achieve that aim, we have an annual budget of over £1 billion and employ around 51,000 people.

Our capital and revenue financing has been crucial to our success and is certain to remain of paramount importance.

You will be responsible for developing and implementing comprehensive strategies and policies; these include major changes in management structure to give both greater freedom and greater accountability to service managers throughout the City Council.

To succeed you will need to have operated in a strategic and financial planning role at a very senior level within a large multi-disciplinary organisation.

Whilst we attracted a high calibre response when this position was previously advertised, we have improved the package on offer to reflect the importance of the job and to make it even more attractive. You can therefore expect a renewable fixed term contract, negotiable but likely to be around five years, a substantial salary, a free car, a personal allowance and additionally a very generous relocation payment.

For an informal discussion please telephone Stephen Ward, Director of Management and Personnel on 021 235 2265.

For an application form and further details, please telephone Denise Cutting on 021 235 4238, or write to her at Directorate of Management and Personnel, Birmingham City Council, Snow Hill House, Barwick Street, Birmingham, B3 2PF. (Fax 021 233 1866)

Closing date: 2nd March 1990.



The City Council welcomes applications from all sections of the community, irrespective of race, colour, gender, sexual orientation or disability.
Job shares welcome, no partner necessary

FINANCIAL DIRECTOR

S.W. of London £50K & excellent package

Our client, a large and attractive major UK plc, wishes to appoint a Financial Director for a new division it has created following recent acquisitions. Projected sales for 1990/91 are c.£150m.

The appointee, reporting to the Divisional Chief Executive, will be responsible for all accounting and financial matters within the Division and its subsidiaries. He or she will participate as a member of the Divisional Board in the planning of the future growth of the business and will play a key role in improving the operational efficiency and the quality of management information and systems.

The successful applicant is likely to be over 35, be a qualified accountant with a minimum of five years in commerce, and preferably have experience at Director level in a medium sized Distribution/Service company. Applicants should possess determination, ambition and the ability to communicate at the highest levels.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555.

Brian Ingram Associates

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE

Utell International

Treasury Manager

Middlesex

to £30,000 + Car

Utell International, the rapidly expanding hotel reservation and marketing subsidiary of Reed International Plc, has 35 worldwide sales offices operating in over 100 countries. The use of state-of-the-art networked systems to provide the highest level of customer service has led to increased profitability, further establishing their position as innovative market leaders.

The challenging and high profile role of Treasury Manager has been newly created to take pro-active responsibility for the management of the company's worldwide treasury activities. Based in their prestigious New head office, with a department of four experienced staff, you will report directly to the Finance Director, advising on policy matters and courses of action to minimise exposures and maximise interest earnings. The

treasury function will play a vital role within the company's international framework and is run as a profit centre, making a valuable contribution to the business.

You will be aged 28-35, a qualified Accountant/Treasurer, actively seeking an opportunity to demonstrate your commercial prowess and acumen. Ambition, discipline and strong interpersonal skills are essential qualities to integrate into a highly motivated management team intent on realising their full potential.

Interested candidates who feel that they could contribute significantly within a stimulating environment should send a full cv to Tina Shortman, at Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6BW. Telephone: (0753) 856151.



Michael Page Finance
International Recruitment Consultants

FINANCIAL ACCOUNTANT

CENTRAL LONDON

Salary c.£25,000 + Car

Thomson Financial Networks Limited is a pioneer in delivering financial information and software to the international investment and corporate communities.

As a young dynamic and fast growing company, we are seeking a Financial Accountant to strengthen our Accounts Department. The Financial Accountant will be responsible for the preparation of monthly and annual accounts for our UK operation as well as consolidating the results of the Far Eastern business. In addition you will be required to produce management reports for the international business.

The successful candidate is likely to be in his/her mid-30's, a graduate qualified accountant with one to two years' post qualification experience. A background in working with spreadsheets and a computerised accounting package is essential. This position will report directly to the Financial Controller and will be required to supervise one member of staff. Benefits include optional contributory pension scheme, low cost private health cover and interest free season ticket loan.

Please write with full C.V. to
Miss A. Foxworth, Personnel Manager,
Thomson Financial Networks Limited
Centre Point, 103 New Oxford St.,
London WC1A 1DD.

Thomson
Financial
Networks



FINANCIAL & INVESTMENT CONTROLLER

CROYDON

£25,000 + CAR + BENEFITS

Rankia Hovis McDougall PLC, a major Food manufacturing company, has a vacancy in its Group Pensions Department for a senior manager to supervise and develop the accounting and investment functions within the Department. You will also act as Secretary to the Trustees.

You should be innovative with a proven financial background. In addition, you should have a good knowledge of pensions and also have made significant progress towards a relevant pensions or accountancy qualification.

For further information
contact:
Accountancy Personnel,
33 George St.,
Croydon CR0 1LB
Tel: 01-886 4688

CONFIDENTIAL

FINANCIAL CONTROLLER (SYNDICATE ACCOUNTANT)

ESSEX

£27,000-£32,000 + CAR + BENEFITS

Are YOU a Qualified Accountant with personality and drive?
Would YOU enjoy a diverse environment, one that would expose you to the latest accounting and business technology?
Do YOU want to improve your competitive edge by working in a high profile role with a progressive firm where you would be exposed to all areas of business activity?

Can YOU see the benefits of a career move that would put you in a Not Finance position, where you will be able to use your Lloyds experience, managerial expertise and business acumen?

Following a period of sustained growth our client, an innovative Syndicate Group dealing mainly with commercial liabilities, seeks an enterprising Controller to run the Finance function and work closely with the Managing Director.

For further information
contact:
Accountancy Personnel,
2nd Floor Offices,
Bank Chambers,
Near St.
Chelmsford,
Essex CM1 1BA.
Tel: 0245 262910



A challenging role which requires a very special person...

COST (PROJECT) ACCOUNTANT

SPALDING, Lincs.

to £17,000

A person with initiative and drive capable of taking decisions based on thorough investigations and yet ready to listen to new ideas and take advice. Reporting to the Financial Director you will undertake ad hoc appraisal work as well as contract and take costing analysis for this construction subsidiary of a major plc. Ideally with quantity surveying experience you will be computer literate, collating your information from sites nationwide for input into the management and financial accounts. In return for your enthusiasm and commitment Allison Homes are offering Pension, BUPA and Share Option Schemes. If you are this special person then contact us now on the address opposite.

For further information
contact:
Accountancy Personnel,
13 Cavell Court,
North St.,
Peterborough PE1 2PA.
Tel: 0753 536517



Accountancy Personnel

You don't just count your money.

HAYS

New Appointment Financial Controller

**To £35,000 + car
Birmingham**

Acer Engineering is a new joint venture company formed by Acer Consultants, the international engineering consultancy and Severn Trent Water plc.

The company, based on the Birmingham University Science Park, will carry out major projects internationally initially in the field of water, sewerage, drainage engineering and related fields.

They now need a Financial Controller, a chartered accountant probably aged early 30's to provide a full accounts and company secretarial

service to the company.

Controlling a small team, the successful candidate will report to the Managing Director, a structural engineer and to the board and should have, or be able quickly to gain, experience in the control of projects and project costing. Initially support will be made available from the Acer Consultancy head office in London.

It is expected that the Financial Controller will also play a major part in the running of the company. An appreciation of business and a commercial outlook are, therefore,

regarded as being highly important.

The comprehensive package includes BUPA, PHI, and an attractive relocation allowance where appropriate.

Candidates should write including reference number MCS/8877 to Jim Mitchell:

Executive Selection Division
Price Waterhouse
Management Consultants
Livery House
169 Edmund Street
Birmingham B3 2JB

Price Waterhouse



An Influential Role in Financial Management

Project Accountant

to £30,000 + Car + Benefits

Rapid expansion and exciting plans for future growth have created an outstanding opportunity with this major City financial services organisation.

A self motivated qualified accountant, you will need a robust, confident yet diplomatic approach, in this autonomous role. Liaising with senior management, this highly visible position is essential in supporting the business decision making processes of the organisation.

On-going responsibilities will include:

- ◆ Formulation and review of the business strategy of the organisation on an annual and five year basis.
- ◆ Preparation and presentation of monthly and quarterly management reports to the Board.
- ◆ Special projects including investment appraisal and financial modelling, requiring good working knowledge of spreadsheet packages.

This position offers outstanding potential for future advancement in a dynamic atmosphere and is particularly suited to a young fast track accountant currently in a commercial environment or looking for a first move from public practice. Previous experience in the financial services sector is not required.

Please contact Darryl Bentley ACA on 01-925 0848 or write, enclosing a comprehensive CV, to Talisman Accountancy, Dorland House, 14-16 Regent Street, London SW1Y 4PH. Closing date for applications: 16th February 1990.



TALISMAN

Accountancy

A DIVISION OF THE TALISMAN GROUP OF COMPANIES LTD

FINANCE DIRECTOR

**City solicitors
c.£65,000**

THIS PRESTIGIOUS city firm, with a total staff complement of 200, has a wide range of corporate and private clients. Committed to profitable expansion, the firm has established a professional management team to co-ordinate and develop the firm's resources.

Reporting to the Managing Partner, you will have overall control of all financial matters and assist in implementing the partnership's strategy and business plans. Managing a department of 10 staff, you will be responsible for the preparation of detailed financial and management information,

including budgets and forecasts, maintaining performance and making recommendations for improvement.

A Chartered Accountant, you have the ability and personal credibility to liaise effectively with partners and other professional managers, particularly in developing and improving computerised accounting systems. Experience in a professional partnership would be an advantage, but is not essential.

To apply, please send cv, indicating current salary, to Fiona McMillan, Ref: 3898/FM/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

PA Consulting Group

HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

GROUP FINANCIAL PLANNING MANAGER

Strategic planning and the provision of financial data to support decision taking at the highest level is the essence of this position, which offers opportunities for career growth in an expanding environment.

Acer is a leading group of consulting engineers, formed by the combination of Freeman Fox & Partners and John Taylor & Sons. Its projects are of increasing size and complexity, both in the UK and abroad, and demand corresponding sophistication in forecasting and control. This new position, reporting at director level, has been created to assist the Board in controlling and attaining the ambitious growth targets of the organisation.

We are looking for a professionally qualified individual, not necessarily a chartered accountant, with a blend of high-level experience in financial planning and project management. Knowledge of computer modelling techniques would be particularly useful.

In addition to a salary negotiable around £35,000, there will be good benefits, including pension and car. This opportunity is based in our new offices in Guildford and relocation assistance will be offered as appropriate.

Please send your CV to Tony Miller quoting reference R415 at our recruitment consultants, Miller Brand and Company, 36 Spital Square, London E1 6DY. Telephone: 01-377 5661.



c£35,000
+ Car

LLOYD MANAGEMENT**Publishing****BUSINESS ANALYST**

Essex/Herts borders

to £35,000 + car
+ bonus

Our client, Longman, is one of the world's leading publishing groups and forms a significant part of the information and entertainment interests of the highly regarded Pearson plc. Expanding throughout its UK and international markets, the group is predicting an exciting future.

In a newly created position reporting to the Director of Financial Services, the Business Analyst will review new business opportunities including acquisitions, joint ventures and projects. Additionally providing a financial analysis service to senior management of several publishing divisions, he or she will appraise business performance and contribute to its enhancement. Based in Harlow, the Analyst's high profile within the group should lead to considerable promotion opportunities.

Aged 28-32, applicants should be commercially aware graduate accountants with proven analytical experience and excellent communication skills.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/895/F.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn, London WC1V 6QA. 01-405 3499

Group Finance Manager

Major British Plc
North of England

Package to £35,000 + Car

Our client, a household name and one of the UK's major retail groups, is seeking a high calibre financial executive to join its Group Finance function.

Reporting to the Divisional Director, you will lead a small highly qualified team whose role is to control and consolidate the Group's statutory, financial and management reporting. You will also be responsible for Group accounting policies and procedures, analytical support and strategy formulation. In addition you will be involved in systems enhancement, business evaluation, plus performance monitoring and acquisition analysis.

You must be a qualified accountant, ideally a graduate or MBA, probably aged 28 to 35. You should have at least two years' corporate experience in the group finance function of a major plc involved in financial accounting and consolidations. Experience of financial planning would be a further advantage. You must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills. An ability to manage change in a fast-moving environment is essential.

This is a high profile appointment and has genuine long term career development potential. The appointment carries an excellent remuneration and relocation package and is situated in a congenial location in the North of England.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 709, to Adamson & Partners Ltd., 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 430802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

LONDON

c. £30,000
+ PARTICIPATION

Financial and Budgetary Control

We are acting for a major distribution, contracting and retail business which is undergoing rapid change in its financial reporting and systems. With a multi-million pound turnover there is a need for additional resource in the financial management team.

Your work will involve close liaison with divisional management in planning, budgetary control and the development of supporting systems. Experience of financial accounting would also be appropriate, and you will be expected to take a close interest in commercial affairs.

Your background could be in manufacturing or a service business, but in either case importance will be attached to your technical and staff management skills. An accounting qualification is essential.

Résumés please including a daytime telephone number and quoting reference AS680 to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing, 78 Shoe Lane, London EC4A 3JB.

Coopers & Lybrand
Deloitte Executive Resourcing

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Hastings & Sells in the UK. The two firms are to merge on 26 April 1990.

Banking Systems Account Management/Marketing

Travel the world! U.S. based banking software company is opening a satellite office in the greater London area. We are looking for highly motivated people with treasury experience.

Responsibilities will include support for European and Middle Eastern accounts as well as expanding the existing client base. Required: Education or background in IBM PC systems and treasury concepts. Excellent English skills and problem-solving ability are essential. Send CV to:

Boston Treasury Systems
2130 Massachusetts Avenue
Cambridge, MA. 02140. USA
Attn: George Voynick
Fax: 617-868-4637

A company representative will be in London to conduct interviews.

Financial Controller

BSI Standards is the core business of the British Standards Institution, providing roughly half of a turnover in excess of £40 million.

The Financial Controller is a key role in implementing change mechanisms to make BSI Standards more dynamic, competitive and financially stable to meet the challenges of 1992.

Let's be clear. The job to be done is not accounting—although the successful candidate will probably be a professionally qualified management accountant and may well have taken an MBA. He or she will be hands-on, skilled in developing, interpreting and explaining financial/marketing information using spreadsheets.

First-class communication skills are a prerequisite—the controller reports to the Executive Chairman of BSI Standards and will attend Board meetings as well as interacting with 600 staff in three locations.

Specific responsibilities will be the development and control of forecasts, budgets, long-term plans and other critical management information. The controller will take charge of a small Business Information team, and will have strong functional links with corporate finance and accounts.

The position will interest those currently earning around £25K in a commercial/industrial business, and will be based in Milton Keynes or Mayfair. Relocation assistance will be given in approved cases.

Please write, enclosing a full curriculum vitae, including details of current salary to: Mr. S. J. T. Hill, Head of Personnel and General Services, BSI, 2 Park Street, London W1A 2BS.

Closing date for applications is: 15 February 1990.

BSI
Working for Quality

Finance Director Engineering

Greater Manchester c. £33,000 + Bonus Scheme
+ F/E Executive Car

Our client, an expanding engineering company with a turnover in excess of £25m and an excellent profit record, supplies to niche markets worldwide and forms part of a successful diversified international group.

Reporting to the Managing Director, the position will take responsibility for the direction of the financial function. In particular, this will include an input into the policy and strategic planning processes of the Company, the controls of budgets, periodic accounts and management reports, together with responsibility for the efficiency and development of operational systems, which are all computer based. Close liaison with all operational functions within the Company is also necessary.

Applicants for the position should be qualified accountants, aged 30-40, with a minimum of five years' experience up to senior level within an industrial/commercial environment, ideally with the emphasis upon engineering. Additionally applicants must be able to demonstrate decision making and analytical skills, have proven management ability and be able to cope with the high demands of rapid growth. An excellent package will be offered to the right applicant.

Interested applicants should send a comprehensive curriculum vitae, with salary details, and quoting reference 9617 to:

Jeff Cottrell
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
London EC1N 8JA

Pannell Kerr
Forster
Associates
MANAGEMENT CONSULTANTS

CORPORATE & ACQUISITIONS ACCOUNTANT

Cheshire/Manchester/ Merseyside Borders Age 25/32 £25/28,000 package + car

Our client is an internationally-owned holding company, based in Cheshire that controls a growing number of trading and processing companies, involved in a wide range of activities. Restructured 2 years ago, its ambitious plans for growth are gathering momentum and with further acquisitions expected, a highly talented young professional is needed to assist the Group Financial Director in this fast-moving and changing environment.

You will take an active role in the targeting, investigation and final negotiation of acquisitions, subsequently incorporating the newly-acquired subsidiary into the Group structure. Management appraisal, business plans, profit forecasts and systems review will be some of the many features of your brief. These evaluation processes will be a test of your technical and commercial skills, while face-to-face discussions with directors will demand a high level of confidence, maturity and professional credibility.

The role will suit a young, qualified accountant, either from the profession or in industry, who can already demonstrate a high degree of commerciality. An energetic, quick-thinking style will fit in well with the company culture.

Promotional prospects are excellent, both at Group and subsidiary level.

Please apply to our Manchester office, where your contacts are Audrey Shaw or Lawrence Barnett. Ref: M334.

ASB

Amethyst House, Spring Gardens,
Manchester M2 1EA. Tel: 061-834 0618
Fax: 061-832 9123

Also at: Birmingham, Leeds, Liverpool,
Nottingham and Swindon

ASB RECRUITMENT LTD. A Division of ASB Barnett Bowling & Pte

FINANCIAL CONTROLLER: START-UP COMPANY

THE COMPANY, a wholly-owned subsidiary of a major financial services group, is being established to provide private medical insurance products to be sold through the sales outlets of other members of the Group. Substantial and rapid growth is planned over the next few years.

THE JOB, Reporting directly to the Managing Director, the job carries responsibility for structuring financial policies, procedures and systems for the proper management control of the company's operations to meet commercial objectives as well as statutory requirements. The remuneration package will include a quality car and other benefits associated with a financial services company. Relocation expenses will be payable where necessary.

Candidates will be qualified accountants, aged under 40, with at least 2 years experience of both management and financial accounting and the ability to manage change.

Please reply in writing quoting current remuneration and giving a daytime telephone number. Replies to Martin Petersen.

Write to Box A1450,
Financial Times,
One Southwark Bridge London, SE1 9HL.

Bucks/Oxon
border
£30,000 + car

GROUP FINANCIAL CONTROLLER

This manufacturing and marketing group of companies supplies the UK and worldwide markets. The Group has a turnover of £3 million and is growing both organically and through acquisitions.

The young management team requires strengthening with the addition of an experienced and positive Group Financial Controller, who can demonstrate the qualities needed to be an active team player and develop this key role.

The position reports directly to the Managing Director and carries the full responsibility for all financial control and reporting throughout the Group. There are excellent career prospects for the successful applicant.

The Group is looking for a qualified accountant with proven commercial experience. He or she must demonstrate excellent communication and management skills.

Please write with your c.v. to

Mr M Pearson,
Chairman,
Stylisack Auto Limited,
The Trading Estate,
Great Haseley,
Oxon OX9 7PQ.

Commercial Manager

West Thurrock, Essex

c£30K + Bonus + Car

We are acting on behalf of a dynamic and rapidly expanding distribution division of a major blue chip company. The division has a worldwide turnover of c£400 million and a high profile due to its strategic importance to the future development of the organisation.

As a result of the demands being placed on their increasingly sophisticated business, our client is seeking to appoint a Commercial Manager for one of their recently relocated autonomous operating units (c£15 million turnover), which itself reports to one of the main UK companies with a total turnover of c£125 million.

Reporting to and working closely with the General Manager of the operation, with a functional link to the Company Director, the Commercial Manager will act as an interface between the operating unit and its customers, ensuring that budgets and service contracts are both negotiated and serviced effectively, with a high degree of financial control. The successful candidate will

also be responsible for producing and controlling all management information including three year business plans and monthly reviews in accordance with the group's high standards of reporting.

Prospective candidates must be qualified accountants, probably aged 28-35, with a strong track record incorporating significant commercial exposure. Ideally from a project/contract costing background, candidates must have good systems knowledge, strong communication skills, and above all, the ability to manage vital commercial relationships in a credible and mature manner. The prospects within the organisation for future finance or operational career development are excellent.

For further information, please write enclosing full Curriculum Vitae to David Head, Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Director of Finance

South Essex

c£37K + Bonus + Car

Our client is an established FMCG company with a turnover approaching £25 million. Its prominence in an expanding marketplace was reflected by its strategic acquisition by a major Japanese group. With the financial backing to develop its UK and overseas operations to optimum effect, the company is poised for significant growth and development.

Following a period of re-organisation, the management team is seeking to consolidate its strengths by appointing a Director who will take a proactive financial role in the development of the company.

Managing a small team, the Director will be responsible for all finance functions

with a view to exercising effective financial control over the operations of the business. In addition, he or she will provide significant input in areas of planning, product development, management information systems, economic forecasts and reviews.

A qualified accountant, preferably ACMA, the successful candidate will be a strong finance manager with a proven track record in industry. Developed man-management skills coupled with a persuasive and sensitive approach to management issues are essential.

For further information, please contact Mr. David Head at Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Key Member of Management Team GROUP FINANCE MANAGER

Age 27-32

Central London

c. £32,000 plus car

As part of our client's continued impressive growth and development, as a market leader in its sector of consumer related products, it is in the process of a major reorganisation.

These positive developments have generated a new opportunity, which will be integral to this high-profile organisation's progress over the next 12-18 months.

Reporting to the Group Finance Director, managing a team of 10 staff, this role will be responsible for:

- Developing Group financial and management reporting
- Consolidation and analysis of periodic financial and management accounts
- Preparation of statutory accounts
- Assisting in the development of computer based systems

- Liaising with Controllers and Finance Directors throughout the Group
- Ad hoc investigations (stemming from the challenges and developments of reorganisation).

You will be a qualified accountant, probably ACA, with a minimum of two years' commercial experience. A strong confident personality and previous staff motivation/management experience are considered essential.

Excellent opportunities for progression within the group exist in the medium term.

If you wish to discuss this opportunity further, please contact Shirley Knight, BA, MBA, ACMA on 01-491 5431 or write to FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and note of current salary.

FMS

Search and Selection Specialists

for
Financial Management

LONDON

to £45,000
WITH CAR AND PROFIT SHARE

Finance Director

For a well established publishing company which is much respected in both the UK and internationally for the quality of its programme and its strong customer base. The headquarters are in London and there are subsidiaries operating in the USA, France and Australia.

In addition to the financial and accounting management of the UK organisation, you will have functional responsibility for the accounting of the overseas companies. An early priority will be to oversee a major upgrading of the group's computing resources. Also of importance will be the ability actively to participate in the planning and execution of the company's expansion.

If you are not already operating at or near board level in commerce, you could be seeking a move from a major consultancy practice. In either case an accounting qualification is essential, together with extensive experience of computer-based financial and management information systems.

Résumés please including a daytime telephone number and quoting E655 to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB.

Coopers & Lybrand
Deloitte Executive Resourcing

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are one merged on 29 April 1989.

WORLD LEADER - ENGINEERING

North West England

A major re-organisation within the corporate headquarters of one of the world's leading engineering groups has created two key and influential roles. With a £400M turnover and highly profitable, the Group employs in excess of 10,000 people across a number of sites. Activities involve the design and manufacture of major complex projects, many involving the use of the state of the art technology. An extremely healthy order book may be attributable to the ambitious, on-going investment programme.

Group Chief Accountant

to £40,000, car, benefits

To play a total role in controlling the Group's financial accounting, treasury and taxation activities and meeting statutory accounting requirements. Furthermore to ensure that systems procedures are developed to meet the ever increasing demands of the business. Reporting to the Group Finance Director the Group Chief Accountant will be expected to influence profitability through the efficient use of financial resources. The brief is wide, involved and highly demanding, but will allow considerable opportunity for individual expression and personal development. Candidates aged 30+ will almost certainly be ACA's with broad experience which should include preparation of statutory accounts at Group level plus experience of fund management. A detailed knowledge of computerised accounting is essential. Quote reference: (F.T. 357A).

Group Systems Accountant

c£35,000, car, benefits

Part of the re-organisation programme is an ambitious review of all accounting controls together with appropriate systems development. This new position, reporting to the Group Finance Director, will have significant impact on the relevant applications requiring detailed and constant involvement with both group and divisional financial management. An in-depth appreciation of both financial and management accounting requirements is essential with a number of years appropriate experience in a large manufacturing based group highly desirable. Candidates aged around 28+ will almost certainly be ACA's with broad practical experience in the implementation of both mainframe computer systems and package applications. Quote reference: (F.T. 358A).

Based in North West England, the positions offer the opportunity to make a significant impact on the business. A generous benefits package is offered.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Telephone: 061-559 0089 quoting appropriate reference.

Howgate Sable

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Elizabeth Arthur
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Financial Director

M4 Corridor

c. £40,000 + Car + Substantial Bonus and Share Options

This is an opportunity to play a major strategic role in the management of a £140m turnover company (plc), part of a large and well known European Group.

Reporting to the Group Managing Director, you will be expected to fulfil the normal duties of a company Finance Director - mergers and acquisitions, tax, legal, secretarial and insurance, and also to provide financial help and guidance to three devolved operating divisions. A very active participation in the key business and strategic decisions of the Company is required.

An FCA, in the age range 30-45,

you should have direct experience of a strategic role at the top level of a business and at least five years' financial management experience preferably in an international group. Consulting experience within one of the leading financial consultancies would be an advantage.

This is a career development appointment which will open up opportunities in General Management in Europe.

Please write with full details to: Mike Carr, MSL International, Ref: 16171, Clinton House, 2/4 Clinton Terrace, Derby Road, Nottingham NG7 1LY.

MSL International

Group Financial Controller

c.£35,000 + Car

Surrey

Our client, an autonomous subsidiary of a major insurance group, provides a unique portfolio of specialist insurance, consultancy and assistance services, currently used by over three million people.

As a result of sustained growth, the new post of Group Financial Controller has been created to manage a department of 12 people engaged in management and statutory reporting, internal controls, treasury, credit control, payroll and product costing.

Candidates must be qualified accountants, probably aged 30-40, with some experience gained in a service industry. Proven management ability is of more importance than technical insurance

knowledge. The person appointed will possess the leadership and personal qualities to guide and motivate his or her team through a period of rapid change with its related challenges and pressures.

The Company is the leader in its field and can offer an excellent working environment, stimulating colleagues and significant career prospects. An attractive salary will be negotiated, together with usual large company benefits, including a share option scheme.

Please apply to Sir Timothy Hoare, Career Plan Ltd., 33 John's Mews, London WC1N 2NS. Tel: 01-242 5775. (01-607 7359 between 7.30 and 9.30 pm). Fax: 01-831 7623.

Career
plan
LIMITED

Personnel Consultants

Deputy To The Controller Achieve Results Through Communicating

This profitable and respected International Group, based in central London, is a market leader in crude oil and LNG transportation. This opportunity, enjoying immediate responsibility in a fast moving and challenging environment, will see you join a highly automated accounting department.

As Deputy to the Controller your responsibilities will include managing a young team involved in monitoring and producing financial results for senior management, assessing variances, special project work and overseeing the implementation and development of a new accounting system. You will deputise, when appropriate, for the Controller.

In your late 20's, early 30's you will have an ACA/ACMA/ACCA with a good degree. You may have 2-3 years' commercial post-qualification experience within a blue chip organisation. As a self-starter you are adaptable and capable of motivating a team. Your effective communication will enable you to draw information from all levels.

The salary is generous and includes an attractive range of Group benefits plus executive car. Please write with full career and salary details in complete confidence to Ref. 6124; Cripps, Sears and Partners - Selection Division, 71 Kingsway, London WC2B 6ST. Telephone 01-404 5701. Fax 01-242 0515.

FINANCIAL CONTROLLER

£28K + Attractive Benefits Package including Car

Qualified Accountant required to complement Management team. Working to deadlines, you will be responsible for all the Accounting of the operating aspects of cruise line based in London.

Commitment, high technical competency, ability to manage and motivate staff towards the development of a quality financial department are all essential personal characteristics.

Career opportunities within the group are excellent.

Please reply in confidence, enclosing a full C.V. to Box A1452, Financial Times, One Southwark Bridge, London SE1 9HL

Eurobond Sales

Salary - Negotiable

A dynamic and well-regarded trading house with a developing presence in the Euromarkets is looking to expand its London-based operation.

They therefore wish to recruit experienced Eurobond sales professionals. Candidates will have a number of years' experience gained in an established Eurobond sales team, with a well developed client base within Europe. Proven sales ability is a prerequisite and fluency in one or more foreign languages would be a major advantage.

Compensation will not be a limiting factor for the right candidate. Interested applicants should contact Arabella Goodford or Kate Griffiths on 01-831 2000 or write to them at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

INVESTMENT ANALYST

Short-term appointment

FT Prices, the department of the Financial Times responsible for daily financial statistics, requires an experienced investment analyst to work on a confidential development project.

The successful applicant will need to demonstrate thorough familiarity with Continental European equity markets and companies, as well as with relevant financial information sources. First-hand acquaintance with the principal European financial centres would be a distinct advantage, as would some knowledge of PC support systems.

This full-time appointment will be made on a short-term contract basis and will last not longer than six months. Working hours can be flexible, but applicants must be able to start immediately.

The FT offers a stimulating newspaper environment in which to work, as well as competitive pay and conditions.

Please apply in writing, attaching a detailed CV and two relevant references, to:

The Prices and Statistics Manager,
FT Prices,
Financial Times,
One Southwark Bridge,
London SE1 9HL

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

FINANCIAL BLUE CHIP

c.£60,000

Business Development - Europe

Consumer financial products sales in Europe are growing much faster than GDP. Our client has a stake in this market which it intends to grow by acquisition, joint ventures and marketing alliances. The job of Business Development Manager will handle these opportunities creatively and effectively from an office base in London.

If you are 38-45 with an MBA or suitable professional qualification, have a knowledge of insurance or savings products and experience in strategy consulting or M&A/Joint Venture planning and negotiation, we would like to hear from you. As a person you should be entrepreneurial, have worked and lived on the Continent of Europe and be fluent in English.

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge on 29 April 1990.

Our client offers the job satisfaction that goes with creating business opportunities in the environment of a friendly professional team working only at high level. The employment terms and prospects match this challenging requirement.

Write in confidence with CV and indication of present earnings to Liz Utridge, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JF, quoting ref HS662.

Coopers & Lybrand
Deloitte
Executive Resourcing

GROUP FINANCIAL CONTROLLER

Base Emoluments UAE Dh 300,000 tax free
Furnished accommodation + Car + Benefits

A leading UAE incorporated commercial bank headquartered in Dubai with extensive operations in the UAE and overseas has created a new role and seeks to appoint a Group Financial Controller at senior Management level to head Treasury and Correspondent Banking and Finance.

The successful candidate heading this function will have a dual role; on the one hand he will have a line type authority over Treasury operations whilst on the other he will be functionally accountable for every aspect of the Bank's accounting, budgeting and financial reporting.

Reporting to the Group Managing Director, the successful candidate aged between 40-50 years will be a computer-literate seasoned banker with international financial exposure in the financial services industry, particularly well versed in asset/liability management, interest and exchange rate operations, the liquidity and funding requirements of financial institutions and management information systems. The candidate must possess entrepreneurial financial engineering skills, with proven man-management and hands-on management style. The job requires the successful candidate to provide guidance and upgrade and integrate Treasury operations within the Bank's total activities. It is also to promote sound financial management by ensuring the establishment, proper implementation and periodic upgrading of financial policies, procedures, standards and controls throughout the Bank.

Interested candidates who meet these criteria should forward a comprehensive CV including current salary details to reach The Advertiser, Box A1446, Financial Times, One Southwark Bridge, London SE1 9HL by 15th February 1990.

Jonathan Wren Executive Credit

MARKETING
£26,000 to £65,000

ANALYSTS
£20,000 to £30,000

1990 has seen a burst of activity within the credit departments of many international and investment banks both in the City and in the Midlands. Jonathan Wren Executive is currently handling a wide range of new positions for credit professionals who are ready for that vital next career move. We are especially interested in candidates who can demonstrate particular credit experience and skills in the following:

UK corporates...small/medium
Property finance
European languages

Commodities
Capital markets
Treasury products

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Risk analysis
Spreadsheets

An interview with one of our team of highly experienced consultants offers an opportunity to assess your current career position, and then access to our active client base of over 200 banking employers.

Call Norma Given, Richard Meredith or Ron Bradley on 01-623 1266, or send a c.v. to them at the address below.

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Jonathan Wren

Recruitment Consultants
No 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266 Fax: 01-626 5258

INVESTMENT MANAGER JAPANESE EQUITIES

The Opportunity to Develop your Career with a Top Quality Institution.

This is an opportunity to join part of a major North American Insurance Group and to have responsibility for their Japanese equity and warrant investments.

Based in their City office and working as a member of a small team, your role will be one of active management of unit trust and life funds. Initially you will be managing in the region of £100 million and will have investment decision-making responsibility in your market area. Reporting to the Director of International Equities, you will also be required to present commentary on the Japanese market's performance and outlook.

You should have had at least two years' experience of managing Japanese equity

funds. You should also possess well developed stock selection skills and be performance-orientated. Finally, it is essential that you have strong interpersonal skills to present your views and be prepared to participate in the unit trust marketing process, on occasion.

The position offers an attractive remuneration package including a company car, mortgage subsidy and performance-related bonus. To apply, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

John Sears and Associates

A MEMBER OF THE SMCI GROUP

SPERRY-SUN DRILLING SERVICES

DIRECTIONAL DRILLING SUPERVISORS

Due to the continued expansion of its Directional Drilling Operations, Sperry-Sun Drilling Services has a requirement for experienced Directional Drilling Supervisors.

Ideally, candidates should have a minimum of 5 years experience in directional drilling, of which, 3 years should have been in the North Sea. Experience in steerable systems and horizontal drilling would be an advantage.

All directional drilling personnel which Sperry-Sun employ will become familiar with and run our efficient directional drilling software package profitably.

In addition to qualified Directional Drilling Supervisors, Sperry-Sun are interested in training a limited amount of Supervisors, preferably with drilling/teaching experience, as an engineering background would be beneficial.

A competitive compensation package is offered.

Applications in writing only to:

TRACY L. BROWN,
SPERRY-SUN DRILLING SERVICES,
RIVER MOSS DRIVE,
KIRKILL INDUSTRIAL ESTATE,
DUNFRAZ,
ARLINGTON, AR 72010.

RESEARCH ANALYST

Oil Company based in London requires Research Analyst for general studies on European products market.

Enthusiasm and background knowledge of petroleum is essential.

Please send your application and CV to
Box A1448, Financial Times,
One Southwark Bridge, London SE1 9HL

CJA RECRUITMENT CONSULTANTS GROUP

3 London Wall Buildings, London Wall, London EC2M 5PJ
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374 Fax No. 01-256 8501

Short term Board level prospects with potential to advance to Chief Executive of one of these successful ventures in 2-3 years



ACQUISITIONS MANAGER

WEST MIDLANDS

£35,000-£40,000 + BONUS

HIGH GROWTH SPECIALIST ENGINEERING, INDUSTRIAL AND COMMERCIAL SERVICES
DIVISION OF SUBSTANTIAL BRITISH GROUP

For this new appointment, key to the success of an ambitious, international acquisitions and diversification strategy we seek graduates, ideally MBA or qualified accountants or solicitors/barristers, aged 28-35, with an established record in this field. This is likely to have been gained in merchant banking or via investment/venture capital activities. Reporting to the Acquisitions Director and initiating then working within an agreed corporate strategy, the successful candidate will be responsible for identifying and researching target companies and for detailed proposals and negotiation leading to the closure and implementation of successful deals. The ability to achieve objectives with the minimum of direction and supervision is essential and languages will be an asset. Initial salary negotiable £35,000-£40,000 plus performance related bonus, car, contributory pension, life assurance, medical insurance and assistance with relocation costs, if necessary. Applications, in strict confidence under reference AM4697/FT to the Managing Director: CJA

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ. TELEPHONE 01-588 3588 or 01-588 3576. TELEX: 887374. FAX: 01-256 8501.

Assistant Compliance Officer

To £32K + Excellent Bens.

Our client, a prestigious and highly successful securities house, currently seeks a high calibre individual to join its Compliance Department. With reference to the regulations, primarily of TSA, but also Bank of England and IMRO, the successful candidate will be responsible for conduct of business surveillance, training and one-off projects.

Ideally, candidates will have compliance experience and, possibly, a legal or accountancy qualification. Knowledge of the financial services industry is essential, as are good interpersonal skills and a mature approach.

Interested? Call Karin Clarke on 01-831 2000, or write to her at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Credit Analysis

We are currently experiencing increased demand from a wide range of leading institutions who seek experienced credit analysts. Areas of particular interest include property, commercial mortgages, LBO's and asset based finance.

If you have a minimum of 2 years' corporate credit experience with exposure to both balance sheet and cash flow analysis across a broad spread of products and would be interested in hearing about current market opportunities please contact Mark Hartshorne, Charles Ritchie or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

SALES AND MARKETING EXECUTIVE GLOBAL CUSTODY

Our client is a premier International Bank and leading Global Custodian where dedication to customer service and the development of products to meet the increasingly sophisticated needs of international investors provide the competitive edge.

Their success to date, within the Global Custody market-place, has been built upon the strength of their information technology, together with the skills and expertise of their people. Future success is dependent upon continued product development, combined with their ability to effectively present their range of services to prospective clients. Consequently they are now looking to recruit a Sales and Marketing Executive.

The successful candidate will join a progressive, accomplished orientated team with responsibility for proactively identifying new business opportunities and developing and implementing sales programs.

This high profile role will have direct revenue responsibility and is seen as critical to the future growth of the business.

Whilst candidates will ideally have at least a fundamental understanding of the securities market, this is secondary to a proven track record of selling products within the financial sector. Additionally, they should possess the maturity and personal presence to gain immediate credibility with clients at the highest level, together with outstanding interpersonal and influencing skills. Above all they should have the tenacity to achieve in a highly competitive environment and be motivated by the tangible success of closing deals.

This is an opportunity to join a dynamic, market leader offering outstanding career prospects together with a competitive compensation package.

For further information contact Gill Pemberton or write in confidence to:

WELL COURT ASSOCIATES

11 Well Court, London EC4M 9DN
Tel - 01 236 0723 Fax - 01 489 8305
FINANCIAL RECRUITMENT CONSULTANTS



Analyst—UK Capital Goods

Morgan Grenfell Asset Management Limited is one of London's most successful investment management companies with assets under management in excess of £16 billion. We are now seeking an additional experienced investment analyst to join our UK Equity Research team.

The successful candidate will be responsible for analysing the capital goods sector of the UK Equity Market for our fund management teams. Success will be judged on the quality of stock selection ideas and overall contribution to portfolio performance.

This demanding and potentially exciting opportunity will appeal to a self-reliant analyst who would enjoy working in a small, stable team within a large and dynamic firm. Candidates should have about five years' experience of investment analysis of which at least two years should have been in the capital goods sector.

In addition to an attractive salary and bonus scheme, we offer a substantial benefits package reflecting the importance we attach to this post which includes a company car, mortgage subsidy, non-contributory pension and BUPA. Career prospects are excellent.

Please write, in confidence, with a full CV to:

Stephen Brooks
Personnel Manager
Morgan Grenfell
Asset Management Limited
20 Finsbury Circus
London EC2M 1NB



MORGAN GRENFELL
ASSET MANAGEMENT

REAL ESTATE BANKER

The Opportunity to Develop and Run Your Own Team

This is a chance to expand and manage a real estate team within the structured finance area of a leading commercial bank. Your job will involve building upon a small existing loan portfolio to help the bank to become one of the major deal-leaders in the area of property finance. You will be marketing the bank's full range of debt products and, with assistance, will be generating business from a client-base consisting of some of the largest property companies.

You are likely to be from a banking background and have spent at least 3 years specialising in real estate banking. Probably in your late 20s/early 30s, you should be

highly motivated and a potential team-leader. You should also possess strong interpersonal skills for presenting your business development ideas within the bank and for marketing/client liaison.

This position offers a competitive remuneration package including a performance related bonus, company car, mortgage subsidy and other benefits. If you would like to be considered, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears
and Associates**

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FINANCIAL TIMES LIBRARY STATISTICAL RESEARCHERS

The Financial Times Library provides data of an economic and statistical nature, using a variety of sources, for the journalistic team including Economic Features Writers and also produces regular Economic Tables all to daily deadlines.

We would like to hear from you:

If you have an Economics Degree, a minimum of 3 years experience in an information environment, specialising in economic data, and are conversant with both published and online sources using PCs. It is unlikely that any one under 27 years would have the relevant experience for this Senior Statistical Researchers post. £15,000pa or

If you have an Economics Degree wish to pursue a career in the information field as a Statistical Researcher. £12,500pa. It is essential for both positions that candidates have good general knowledge and the ability to work under pressure whilst maintaining accuracy.

Our working hours are 33% per week between 9.30am - 7pm. Benefits include 5 weeks annual leave, sports facilities, season ticket loan scheme, subsidised restaurant, free medical health insurance and an employee share scheme (both subject to service qualification).

Please apply in writing enclosing an up to date CV to:

Mary Batten, Library Manager,
The Financial Times Ltd,

Number One Southwark Bridge, London SE1 9HL.

Closing Date: 16th February 1990, previous applicants need not apply.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

ASSOCIATE DIRECTOR/SENIOR MANAGER CORPORATE FINANCE

City

Our client, one of the leading Japanese Securities Houses, seeks to appoint a dynamic and innovative Associate Director/Senior Manager to strengthen its European Corporate Finance team.

Reporting to the Head of the Central European Desk, your primary responsibility will be to market a full range of corporate finance services, predominantly to German Corporates.

Fluent German is a prerequisite as is the ability to use your extensive contacts in the German corporate sector to initiate quality transactions. A proven track record in deal-making in respect of German clients, excellent communication and negotiation skills

£40K - £50K + Benefits

together with commercial flair and dynamism are essential to succeed in this competitive and challenging environment.

An accounting, legal or MBA qualification is preferable, but more emphasis will be placed on candidates with directly relevant experience, probably gained in a leading financial institution.

The key nature of this appointment will be reflected in the final package on offer to the right candidate.

Interested applicants should telephone Jonathan Cohen on 01-437 0464, or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

Corporate Banking

to £32,000 + car

Our client, a major international banking group, has built its reputation in the UK corporate market on commitment to relationships and being able to provide tailor-made solutions to specific financing requirements. Due to sustained business growth there is a need to recruit an additional Account Manager to the Division. Experience in UK corporate relationship management gained in an international banking environment will be a prerequisite. The Bank is also looking for some exposure to new business development. Additionally important, since transactions are often highly structured, will be a strong base in credit and risk analysis — a US bank credit training is favoured here.

This is a non-hierarchically orientated environment which rewards on performance and welcomes innovative input. Part of a major banking group, it offers immense scope for career progression both in the UK and overseas.

Contact Loretta Quigley.

Interested candidates should telephone 01-489 9494 (Fax 01-236 6118) or write sending a detailed CV to 12 Grosvenor Court, Bow Lane, London EC4M 9EH.

CONSULTANTS IN HUMAN RESOURCING

LOMBARD

LOMBARD CONSULTANTS LIMITED



Fund Management in Manchester

The CIS is one of the UK's largest insurance organisations and as an institutional investor is constantly involved in a wide range of investment transactions. We are now looking for people to join the large professional team at our Chief Office in Manchester.

Fund Manager (European Equities)

As a fund manager you will be involved in day-to-day management of European equity portfolios. The successful applicant for this position will be a graduate with some experience of fund management.

Investment Analyst (Far East Equities)

This interesting role involves analysing the smaller Asian and Australasian stock markets and advising the fund manager. Successful applicants will be graduates, aged early-mid 20's, with 2 years' working experience in a financial environment.

Salaries are negotiable according to experience and career prospects with this rapidly expanding organisation are excellent. There is a contributory pension scheme and free luncheon will be provided. A car can be provided as part of the total remuneration package and relocation expenses will be paid where applicable.

Please write stating age, qualifications and full details of experience to Senior Recruitment Assistant, Personnel & Management Services Department, Co-operative Insurance Society Limited, Miller Street, Manchester M60 0AL. We would like to receive applications by 9th February 1990.

The Society is an Equal Opportunities Employer.

Senior Fixed Interest Manager

International Banking

Our client, a highly respected European bank with a global presence, is seeking an experienced fund manager to head up its Private Banking fixed interest operation in London.

Aged 35 - 45, you will currently be managing international fixed interest investments and should be well experienced in both Eurobond and currency markets. In addition to managing discretionary and non-discretionary funds you will be expected to contribute to international

investment strategy and to make formal presentations. Strong communication skills are essential.

This is an excellent opportunity to join a high quality organisation. The attractive salary and benefits package will fully reflect the importance attached to this key position.

To apply, please contact Tim Nicholls at Austin Knight Selection on 01 439 5783 (01 494 1093 evenings/weekends). Or write to him, enclosing a detailed CV at Knightway House, 20 Soho Square, London W1A 1DS.

Please quote ref 124/TN/90.

**Austin
Knight**

INTERNATIONAL INSTITUTIONAL SALES

Major bracket West Coast firm looking for salesman to cover Italy and contingent regions. Preferably, the candidate will be Italian speaking registered rep w/min 2 years experience covering accounts. Must relocate to San Francisco, California. Compensation to be based on gross production with very attractive payout. Please address C.V. and cover letter to:

O Tschudi, General Partner
MONTGOMERY SECURITIES
600 Montgomery Street, San Francisco,
California 94111 USA
Fax (415) 627-2946
Toll free line London 628-3684

TREASURY SPECIALISTS

We are a fast growing Danish-based international group with an annual turnover approaching £300 million. We are seeking two treasury specialists to join our newly established London unit.

Coming from a banking or corporate treasury environment, candidates will be experienced in managing currency and interest rate risks and ideally will have a dealing, accountancy or analytical background. They will be self-motivated and capable of generating profits as key members of a small team.

A competitive salary and bonus structure is offered.

In the first instance please forward your CV to: Stephen Chance, Chance & Company, 68 Chandos Place, London WC2N 4EG

Williams & Broe

OIL ANALYST

Sector specialist with 1 - 3 years experience required to reinforce our presence in this area.

Please apply with C.V. to P. Cartwright at:

WILLIAMS & BROE LIMITED
P.O. Box 515, 6 Broadgate, London EC2M 2RP
Telephone: 01 - 588 7511

RISK ARBITRAGEUR For U.K. Office

Candidate should have Graduate Degree, M & A experience, Research Capability, Good Personality.

Send Resume by Fax to: 212 272 7422
or Write box A1438 Financial Times, One Southwark Bridge
London SE1 9HL

ECP SALES

Daiwa Europe Limited, already a major player in the Money Markets requires a salesperson to join its well-established team. Daiwa is committed to improving its market share in Money Market instruments over the short and longer term.

Candidates are expected to have at least 2 years' experience in ECP sales with a demonstrated record of achievement in establishing and developing new and existing business. Fluency in one or more European languages would be an advantage.

A highly competitive remuneration package, including a full range of City fringe benefits applies to the position.

Applications by letter indicating how you meet the above requirements should be accompanied by a full C.V. and be addressed to Gordon Stevenson, Personnel Director.

DAIWA

Daiwa Europe Limited, 5 King William Street, London EC4N 7AX

DERIVATIVE PRODUCTS
MANAGER - TRADER SUPPORT

ACA/MBA

Aged 25-35

c£50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House, 1 Leicester Place, London WC2H 7BP
Telephone: 01-437 0464

CAZENOVE & CO.

Mergers and Acquisitions

Cazenove & Co. is expanding its specialist mergers and acquisitions activities which are operated within the corporate finance department. We are seeking an experienced professional to become a key member of the team.

THE POSITION
The M&A group concentrates on identifying and executing merger and acquisition business on behalf of the firm's clients.

QUALIFICATIONS
At least three years experience, with an emphasis on mergers and acquisitions, gained within the corporate finance department of a major merchant or investment bank. The successful candidate is likely to be an accountant or MBA, aged mid to late 20s.

REWARDS
Cazenove & Co. wishes to attract candidates of the highest calibre and will offer appropriate remuneration and excellent long term career opportunities.

Please reply in writing, enclosing full cv, Reference J0314
54 Jermy Street, London, SW1Y 6LX

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Ideally aged at least 30, you will be a numerate graduate with strong PC modelling skills. You will have a minimum of 3 years' project finance experience and perhaps 10 years' total experience gained in a quality banking environment. Working within a small team, your primary responsibilities will be the identification, appraisal, structuring and negotiation of transactions, particularly those in the infrastructure or electric power generation sectors. You will manage deals from inception to completion and will monitor these transactions over the life of the project. You will be working closely with other areas of the bank and will be liaising with clients at a senior level. Successful candidates can expect a varied and long-term career within one of the world's most respected banking organisations. Normal banking benefits will apply.

Interested applicants should contact Mark Hartshorne or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.

MP

Michael Page City

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Forestry Commission

DIRECTOR GENERAL

The Forestry Commission is charged with the general duties of promoting the development of forestry, the establishment and maintenance of adequate reserves of timber, the production and supply of timber, the development of the potential of the forests and the reports directly to Forestry Ministers from it is responsible for advising on forestry policy and for the implementation of that policy.

Having regard to the nature of the Commission's duties, the Director General must be a professional forester and have professional qualifications in forestry as well as a wide understanding of the scientific, technological background to forestry and must be keenly aware of related social and environmental issues. The Director General of the Forestry Commission's headquarters in Edinburgh, demands a minimum of 10 years experience at a senior level in a public or private organisation of some standing, together with the capability of contributing to strategic level to major policy issues. The Director General must have a high order, excellent management and leadership skills. The drive, determination and ability to lead and direct change.

The Director General's term of office is for a period of five years, with the possibility of extension. The Director General must be a permanent resident of the United Kingdom.

For further details, please write to: Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answered by service operates outside office hours). Please quote ref: G/8291.

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The successful candidate will be offered a competitive salary and benefits package plus performance related incentive bonus.

Please contact Norma Given, Director, on 01-623 1266
or forward your cv to the address below...

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Mr Dara Fitzgerald, ASA International Ltd.,
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The commanding salary will be negotiable from £30k depending upon experience, and the benefits package includes a company car at executive level and family medical insurance cover.

C.V.'s and handwritten letters of application, which will be treated in strict confidence, should be addressed to: Group Personnel Manager, Brown & Tawse Group PLC, P.O. Box 169 Imperial Street, Bromley-by-Bow, London E3 3JQ.

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All CVs will be acknowledged

